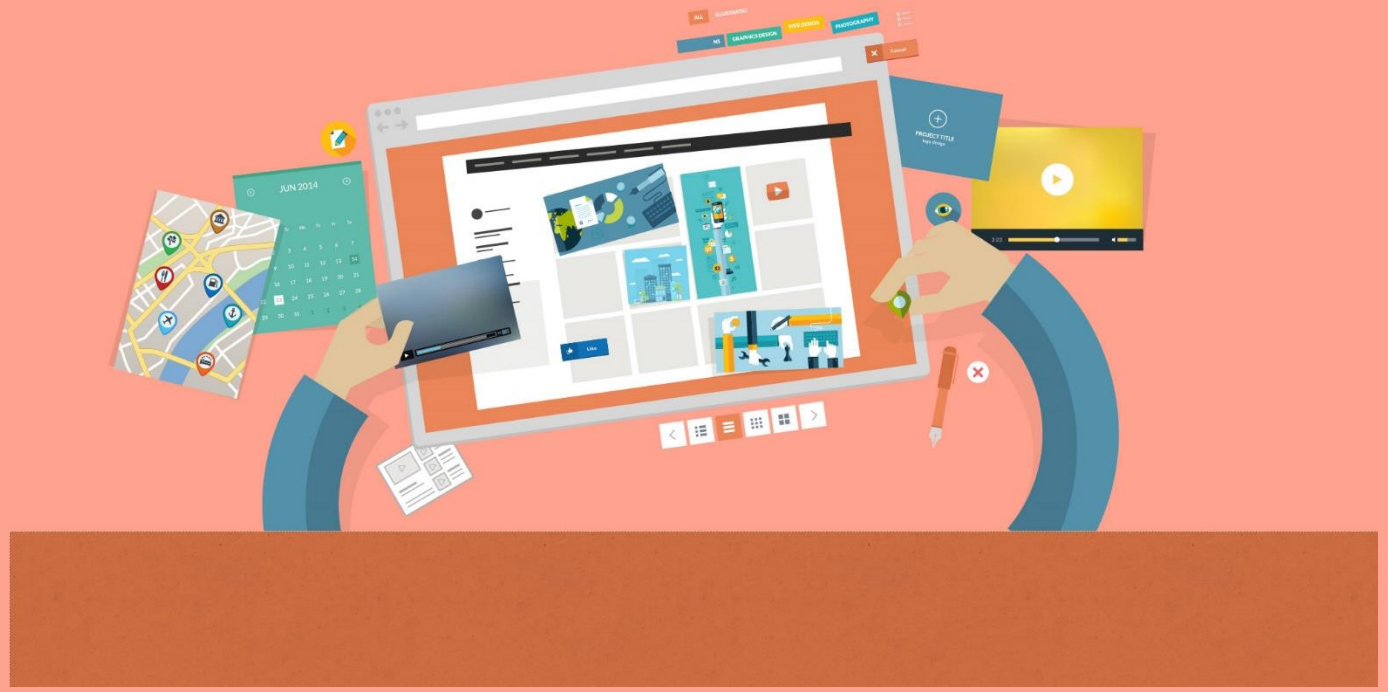
THE COMPLETE GUIDE TO RUNNING A WEB DEVELOPMENT BUSINESS



Web Development Business

Section 1
Introduction

Lecture 1

Course Overview

Course overview

- Section 1 - Introduction
- Section 2 - The essentials
- Section 3 - Plan your strategy
- Section 4 - Setting up your presence

Course overview

- Section 5 - Finding your subcontractors
- Section 6 - Building a portfolio
- Section 7 - Getting clients
- Section 8 - Building proposals

Course overview

- Section 9 - Managing clients
- Section 10 - Best practices
- Section 11 - Internal management
- Section 12 - Contracts

Course overview

❖ Course format

- Talking head videos
- Screencasts
- A real outsourcing project

Lecture 3

The Sprintkick story

The Sprintkick story

- Before Sprintkick, I worked in a Venture Capital firm
- I noticed the inability to recruit technical people

The Sprintkick story

- I started Sprintkick in India
- I moved to Hyderabad
- I put together the best team I could
- The goal was to turn cheap into good

The Sprintkick story

- Hiring in India was difficult
- It took a year to build the core team
- I started growing backwards

The Sprintkick story

- I accumulated strategy and skills
- Now we're a referral only agency
- We're almost 90% distributed outside the home base

The Sprintkick story

- We have in-house designers

- Everything else can be contracted for the cost savings and flexibility

The Sprintkick story

- Started with web apps, expanded into mobile apps, Blackberry and Windows Phone

- We also offer add-on services, graphic design, help with launching and strategy consulting

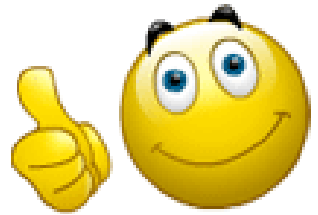
Lecture 4

7 reasons to start a web development business

Why start a web development business?

1. It's very rewarding work

- You see an idea go from nothing to a real product
- You stay up to date with the development world
- If you love tech, it's a fun way to make money



Why start a web development business?

2. The bulk of money is in development

- Any project has multiple sections to it
- Design and development are usually outsourced
- 85% development, 15% design
- Development is where the real opportunity is

Why start a web development business?

3. Margins in web and mobile development are amazing

- They range between 25%-70% in development
- It's like you can multiply yourself, if you're a programmer

Why start a web development business?

4. You set yourself up for startup success in the future

- You put together an awesome team
- You create a system that can apply to other ideas
- Example : 37 Signals

Why start a web development business?

5. You get exposure to a variety of online disciplines

- You learn project management, client management, sales management, how to manage accounts, how to hire, fire, vet people, recruit, how to figure out who's good or not

Why start a web development business?

5. You get exposure to a variety of online disciplines

- You're going to develop basic skills in product management and UX

- Getting sales, prospecting clients, getting clients and keep them

Why start a web development business?

5. You get exposure to a variety of online disciplines

- Understanding technologies

- You're going to talk like a developer, you'll know what works and what doesn't

Why start a web development business?

6. An opportunity to set it and forget it

- Passive income business
- You can just get a couple of good clients and make sure that you retain them
- You check on your projects only once in 2 weeks

Why start a web development business?

7. You can add development as an extra service you offer

- You offer your clients almost a full service

Lecture 5

How to add development services to an already existing business

How to add development services

#1 Add it on your website, in a tab or a separate section

#2 Add it to your branding, change your tagline, make a reference to it on your business card

How to add development services

#3 Attach development estimates to your other estimates or bills

- Your estimates will save them time

Lecture 6

Who this course is for

Who this course is for

✓ Anyone can start a development business

✓ You don't need to know how to program

✓ You don't need to work full time - only if you want to grow very quickly

Who this course is for

✓ It helps if you have an interest in web/mobile apps or if you're into trends

✓ You learn quickly

✓ Programmers have an advantage

Who this course is for

1. Programmers

- you are working as a freelancer
- you are working with other contractors or solo
- starting a web development business = transitioning to part-time and multiply the money

Who this course is for

1. Programmers

- you will learn how to go after clients and manage them
- maybe you're passionate about a certain technology and you can build your business around it

Who this course is for

2. Non-technical entrepreneurs

- you want to start your own business but you don't know how to program
- you have a marketing background, SEO, branding, etc.
- it’s an excellent business to start if you want to learn
- it’s great for making money and learning more skills

Who this course is for

3. Anyone who is a freelancer or does his own consulting work

- you offer auxiliary services around web projects
- you probably have your own clientele
- you can add an extra service: development
- adding development will bring a lot of money

Section 2
The essentials

Lecture 8

Understanding the development stack

Understanding the development stack

- Development stack = The stack of technologies that go into making a website/application

- LAMP - one of the most common stacks
  - Linux, Apache, MySQL, PHP
  - it’s describing the steps of the technology and what is being used

Understanding the development stack

- PHP is the first layer
- MySQL
  - 85% of the projects use it
  - storage container
  - user information

Understanding the development stack

- Apache - it helps the server to handle information
  - it allows databases to communicate with each other
  - the foundation for easily transmitting information off of a server

- Linux - it explains what operating software does your server use

Understanding the development stack

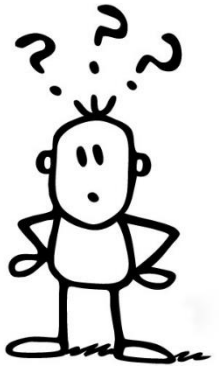
- The top layer: Graphic design - a combination of HTML, CSS, JavaScript

- JavaScript - running actions on the page, buttons, pop-ups

- HTML + CSS - elements positioning, colors

Understanding the development stack

- There are multiple ways of making a website: PHP, Ruby, Python
- You have to decide what stack to use
- The stack is different for mobile apps



Understanding the development stack

- You have to make a decision when you start
- You can choose to work with one stack, you can choose to work with just one layer
- You can focus on what's past the top layer: only programming

Lecture 9

How to pick a stack

How to pick a stack

- People can have preferences about what you use
- If you're a programmer, work with what you're used to, it doesn't make sense to learn a new language
- You have to hire specialists for some niche technologies

How to pick a stack

- You can make the same website in any of the languages

- If the client already has something and wants to change it, then he might require a specific stack

- The language doesn't matter, focus on the people

How to pick a stack

- When you start working with contractors and building the team, focus on the people that give you the best results and ignore the technology they use

- In the beginning, it doesn't matter what it's made in

- What matters: done well, cheaply, effectively and on time

Lecture 10

The startup timeline

The startup timeline

- There's going to be a lot of work upfront before you start bringing in clientele

- Think about strategy - what is your angle, what are you selling, are you going to pick a niche, are you going to be a generalist, are you going to pick a specific technology, what your valued proposition should be?

The startup timeline

- Choose what you want to work with
- Make decisions upfront
- Do your research
- Assess what your skills are and decide accordingly

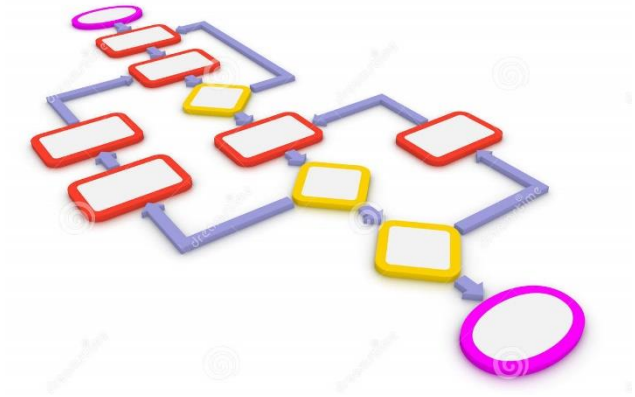
The startup timeline

- Establish a web presence - a profile on freelancing websites, a website, a Facebook page
- Basic level identity
- Focus on how to capture clients and how to piece together a good team

The startup timeline

- People will always need development services
- It takes time to figure it out
- With time, you will get a better idea about everything

The startup timeline



- There are many ways to create a development business

- It's easier if you have a previous network

- The next step is growing: eventually you get to a point when you stop advertising and start charging more

The startup timeline

- At first you will have to make discounts
- It gets easier
- We now pick 1/10 projects

Lecture 11

How does this work as a programmer or a non-programmer?

Programmer vs non-programmer

❖ Programmer

- it's a lot simpler
- you can subcontract work
- figure out what will be your role in what you build

Programmer vs non-programmer

❖ Programmer

- You can
  - be the lead developer
  - program part-time
  - don't program at all, focus on management

Programmer vs non-programmer

❖ Non-programmer

- look for subcontractors and test them
- it’s a trial and error process
- you have to supervise everyone who is building your projects

Programmer vs non-programmer

❖ It's a little bit harder for non-programmers because they have to search for both contractors and clients from the beginning

Lecture 12

How do development firms typically work?

Specialize vs generalize

❖ Types of development firms

- Full stack vs specialized

- full stack covers everything you want to build
- specialized - they only do one technology layer

Specialize vs generalize

❖ Types of development firms

- Custom vs platform

- custom: they do it from scratch
- they specialize in specific platforms

Lecture 13

Build yourself or subcontract?

Build yourself or contract?

- Are you already a freelancer/programmer?
- You know exactly what you are capable of
- You can do your own projects and keep it small

Build yourself or contract?

- If you want to grow or maintain a higher quality of life, you shouldn't program 100% of your time

- If you spend all your time programming, there's nobody else to bring in new projects

Build yourself or contract?

- Contracts involve maintenance and add-ons, but these don't come frequently

- You also have to do marketing and sales

Build yourself or contract?

- Do you feel comfortable being the lead developer?
- If you are a programmer, you can have critical insights and you will make much better decisions
- A non-developer will not have the same advantage

Build yourself or contract?

- What you bring to the business can be different than your programming skills

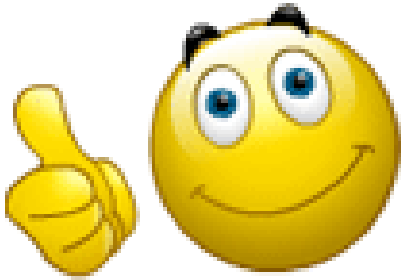
- The best thing you can bring is oversight

- You're much more useful to your project when you are managing it

Build yourself or contract?

- If you’re a programmer, you are the magic combination that can use low cost contractors to build high quality products

- You can also work with higher paid contractors and get the ultimate quality



Build yourself or contract?

- You need to be thoughtful about what you do with your time

- Benefit from bringing in someone else to collaborate with you

- Focus on oversight and delivering value through management

Lecture 14

In-house hiring or out-house?

In-house or out-house?

- Most web studios have employees

- At Sprintkick, we have both

- In the beginning, it wasn't worth hiring someone for a year, because there were not so many projects

In-house or out-house?

❖ In-house: Disadvantages

- harder to take on a variety of projects: one employee doesn't have all the skills
- it involves a lot of paperwork and it takes time
- recruiting is very difficult and they ask for more money

In-house or out-house?

❖ In-house: Disadvantages

- it's difficult to fire them
- housing is expensive
- off-hours are very expensive

In-house or out-house?

❖ In-house: Advantages

- your project quality and your ability to meet deadlines will increase
- communication is better
- they don't cut corners, they are more involved

In-house or out-house?

- Big companies care more about quality
- Product quality doesn't necessarily mean having employees
- Contractors are more flexible

In-house or out-house?

- Flexibility vs ability

- Contractors = flexibility
- Employees = ability

In-house or out-house?

- Full time or part time?
- Cash or brand reputation?

- Full time + reputation = employees
- Cash + part time = contractors

✓ Find the perfect fit for you

Section 3
Planning your strategy

Lecture 16

Good – fast – cheap

Good - fast - cheap

- Value proposition = your product/service offering, what you can deliver to the customer
  = combination of skills and products

Good - fast - cheap

- Good, fast, cheap: three things that can describe your offering
- You can only be two out of the three
- It's impossible to be all of them

2/3

Good - fast - cheap

➢ Fast

- it means you are cutting corners somewhere, probably on quality

- you have to pay people more

Good - fast - cheap

➢ Good

- it's hard to deliver quickly

- paying people more for their experience

Good - fast - cheap

- Cheap

- cutting costs on quality/delivering time

- delivering later or lowering the quality

Good - fast - cheap

- Sprintkick is good and cheap
- You have to optimize 2/3

Good - fast - cheap

- Fast + cheap = maintenance work, people on a budget
- Good + cheap = companies who don't care about quick delivery
- Good + fast = people who don't care about budget

Lecture 17

Planning for “the grind”

Planning for “the grind”

- “The grind”: the period of time when you are not bringing in any business or not a lot of business

- Every business is going to have this problem

- You have to figure out what works and what doesn't

Planning for “the grind”

- At first, you're going to fail more than you succeed
- What works depends on what you're trying to do
- Prepare for it

Planning for “the grind”

- Do things that do not scale
- Scaling means growing
- Think about strategies
- Do them as cheaply as possible and manually

Planning for “the grind”

- Growth hacking technique
- Test it to know if it's worth it, then scale it
- Concierge service - companies trying to validate something

Planning for “the grind”

- Don't burn money and time until you know it's going to work

- Try a lot of techniques, try to minimize your costs and time investment

- At the beginning, you say yes to scaling, but later, you say no

Lecture 18

To niche or not to niche

To niche or not to niche

- Picking a niche is an effective way of getting clients
- Focus all your efforts somewhere
- There are many types of niches

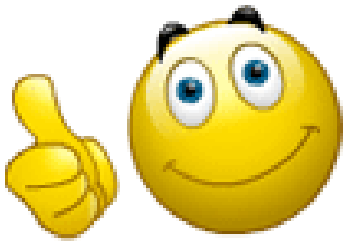
To niche or not to niche

❖ Before deciding to pick a niche or not:

- Do you have a strong network/affiliation somewhere?

- You can just pick one niche arbitrarily

To niche or not to niche



❖ Before deciding to pick a niche or not:

- Is there some kind of technology or group that you're passionate about working with?

- If you're passionate about it, it will be a lot easier

To niche or not to niche

❖ Before deciding to pick a niche or not:

- How familiar are you with web technologies?

- If you're brand new to this, you don't know what's popular, you should look into finding a niche

To niche or not to niche

- People assume you're an expert if you work in a niche

- Picking a niche is a good idea at the beginning or if you're not very confident that you can get clients

To niche or not to niche

- When not to pick a niche:

- You don't have strong affiliations
- You’re not passionate about something specific

To niche or not to niche

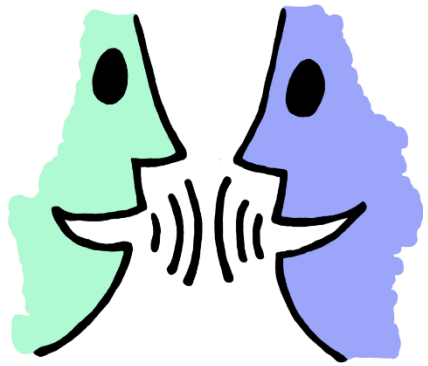
- Pros of being generalized:

- It's much easier to receive interest from other people
- Later you can decide to specialize

Lecture 19

Types of subcontractors

Subcontracting strategy



- Price and language skills

- there's a big gap when we talk about distance
- communication can be fluid or very bad
- a fluent English speaker that lives in the same area as you will be more expensive

Subcontracting strategy

- Price and language skills

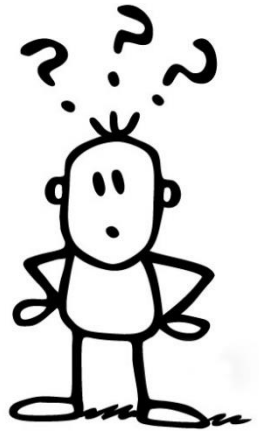
- cheaper freelancers require more of your time, better for margins - the key is to manage them efficiently

Subcontracting strategy

- Different strategies

- Focus more on sales
- Focus more on project management

Subcontracting strategy



- Different strategies

➢ Consider your experience level. Do you speak another language, do you have experience as a project manager?
- If you have, you can use the low cost option
- If you don't, you can focus more on sales and consider a more expensive option

Subcontracting strategy

- Firms vs freelancers

- If you're confident, you can turn a low cost work into a quality product
- If you don't have experience, you can focus on a firm or on someone that has the same time zone as you

Subcontracting strategy

- After working with firms, you can transition to working with freelancers

- Price/capability ratio - some people are really cheap but good, or expensive but bad

Lecture 20

In country or out of country?

In country or out of country?

➢ When you should outsource your job or stay in your country?

1. What's your budget?
2. How much experience do you have?
3. Do you know how to program?

In country or out of country?

- The more money you have, the more you'll be willing to spend, so you can more easily find someone in your country

- If your budget is tight, you might want to outsource

- Less budget, more effort

In country or out of country?

- Familiarity with tech can make a big difference
- If you're more familiar with it, you can outsource easier

Section 4

Setting up your presence

Lecture 22

Focus on 80/20 solutions for web presence

80/20 solutions

❖ People judge your proposal through the lens of your website

❖ They assume your work will look similar to that

❖ Nice website: clients are more likely to believe you when you ask for a price or give advice

80/20 solutions

- You don't want to spend all your resources upfront

- The 80/20 rule: you can get 80% of the effect with 20% of the effort, but to get the rest of 20% of the quality you will need 80% of the effort

80/20 solutions

- At the beginning you don't know exactly what you specialize in
- Use templates: they look good and are cheap
- You don't have as much control on the customization, but at first this is not important

80/20 solutions

- Later, when you have more money, you can improve your web presence

- Start off with easy solutions and then improve

Lecture 23-24

Looking at other studios

Looking at other studios

- sprintkick.com
- thoughtbot.com
- sapientnitro.com
- akta.com

Looking at other studios

- They all have the long page design
- Scroll down and see all the information

- People are pattern recognizing creatures
- If the majority of the firms have a certain type of design, you can't go wrong by using something similar
- People associate this design with quality

Looking at other studios

➢ Elements that are present on all good websites:

1. All websites have a "hook", one big sentence that they want to get across to you

- What they want you to think about them
- Showing their best portfolio item
- Something interesting that gets your attention
- Slideshow images that keep you on the page longer

Looking at other studios

➢ Elements that are present on all good websites:

2. It's easy to find their value proposition

- They describe what they offer in an attractive way
- We use a landing page design with a call to action button

Looking at other studios

➢ Elements that are present on all good websites:

3. Services / Products

- Make sure they are easy to find
- Show all the things that you do

Looking at other studios

- Elements that are present on all good websites:

4. Portfolio

- Show the top 5-10 best items

Looking at other studios

➢ Elements that are present on all good websites:

5. About us

- Information about who you are
- Culture, employees
- Give information about the people
- How you started

Looking at other studios

➢ Elements that are present on all good websites:

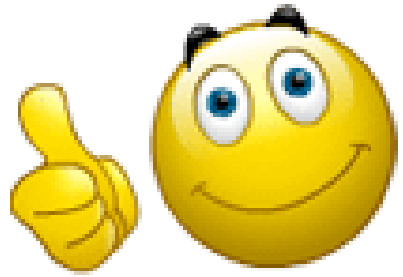
6. Contact us

- Email address
- Forms
- Other ways to get in contact

Lecture 25-26

Finding a template on TemplateMonster or Themeforest

Finding a template



- Templates are cheaper
- You can get your presence up faster

Finding a template

➢ TemplateMonster.com - PowerPoint designs, flash animation designs, templates for anything

- You can pick a specific platform you want a template for
- If you're not using a platform, you can do a generic search through categories

Finding a template

- TemplateMonster.com

- The templates follow the usual pattern: long page, a hook, etc.
- You should pick a responsive design
- Responsive templates are a bit more expensive, but they are worth it

Finding a template

➢ TemplateMonster.com

- Decide what color scheme you want and what you want to put on the page
- Choose a template with a high impact
- Try to get the best quality possible at the lowest price

Finding a template

➢ TemplateMonster.com

- Template Monster tries to sell you extra services, or an exclusive license after the design has already been used by other people
- Search for web design templates, instead of web development: they look better

Finding a template

➢ TemplateMonster.com

- Templates usually put in stock photography that is not relevant
- Some templates includes statistics, testimonials, a space to include a portfolio
- Pay attention to the template format you need when you pick one

Finding a template

➢ Themeforest.net

- You can search for templates for specific platforms
- You can search based on price, ratings, categories
- Choose a PSD (Photoshop) file if you want the cheapest option

Finding a template

➢ Themeforest.net

- You can add predefined tags to your search, to find something closer to your needs
- You can't change every single part of the template if it's very cheap

Finding a template

- You can also search on Google for templates

- If you want to customize something from a template and you don't have the Photoshop skills, go to 99designs.com and pay $19 for a task that a designer will do for you in less than an hour

Lecture 27

Selecting a name

Picking a name

- The right name could help you sound established, trendy, high growth

- There are a lot of subconscious associations on names

- The name is the first thing people hear
- How does it make them feel?

Picking a name

1. Use a literal name

- Literally describe something about your business
- Example: the name of the country, city, domain, a certain technology you use

Picking a name

2. Build your name based on its SEO potential

- If you have a good idea about who your clients are going to be
- What terms are they interested in?
- Incorporate the keywords into your title (“cheap”)

Picking a name

3. Use adjectives or feelings

- The feeling that you want the clients to feel when they hear the name
- Focus on how the word makes them feel, even if it's not something relevant

Picking a name

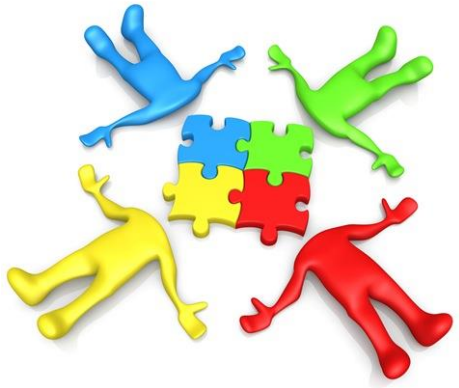
4. “Brandables”

- A word that makes no sense, nothing appears in your mind when you hear it
- You plan to expand in more areas and don't want to be stuck
- You also do other things than development
- Downside: no SEO, hard to memorize and share
- Make it pronounceable

Picking a name

❖ Suffixes

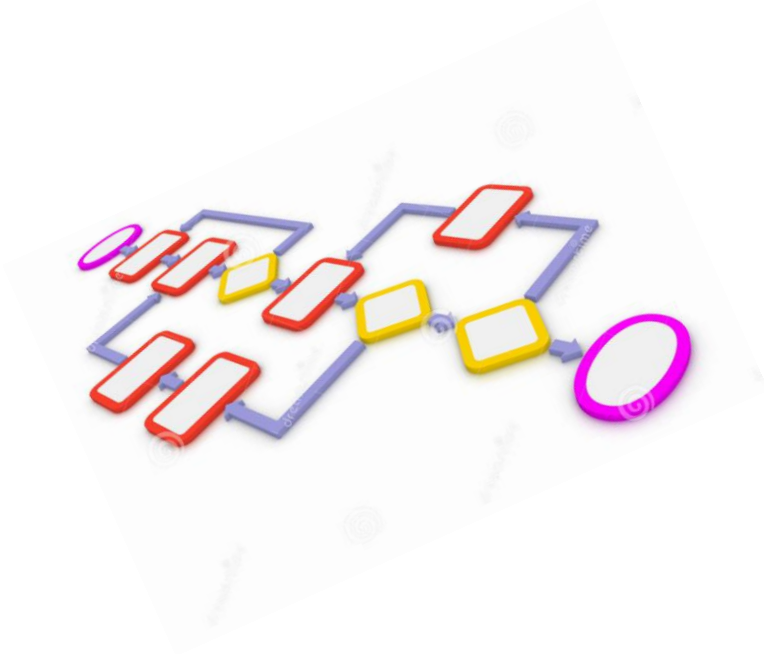
"Studio"



- it implies that you're small, boutique, everything you do is done in-house
- a small group of people

Picking a name

❖ Suffixes



"Labs"

- it implies that you're building complex technology
- algorithms, experimental things
- if you have other projects, it's a good name
- people assume you don't specialize in development

Picking a name

❖ Suffixes

"Agency"

- it implies that you do a lot of things other than development
- it's an established company
- it has all kinds of departments

Picking a name

❖ Prefixes

"Digital"

- it implies that you do anything in media
- people will think you do animation work, video work
- it's a broader term
- it's good only if you work in different types of media

Picking a name

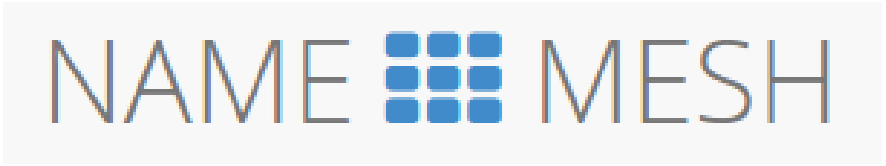
❖ At first, we used the name "47squares", a random name, making fun of 37signals

❖ Look at your domain availability

❖ Focus on things that are available

Picking a name

❖ Tools that you can use:



namemesh.com

- outputs combinations of possible names
- option to check only available domains

Picking a name

❖ Tools that you can use:

domainr.com

- it allows you to use nonconventional endings other than .com

Picking a name

❖ Tools that you can use:

crowdspring.com

- run a contest on naming your business
- describe what you want and get name suggestions
- we spent $180 and got 450 suggestions
- the Sprintkick name was chosen this way

Lecture 28

Advanced: Upgrading your presence with custom design

Custom design

- After you have your template website up and you have enough clients, you can actually barter off your services to other people

- Barter development services

- We made a deal with a designer who needed development work

Custom design

- You can "reduce" your rates down to your cost
- We tag ourselves at the bottom of each collaboration
- We built Hubkick, he designed our website

- We posted a collaboration page and looked for people who had an idea and wanted to get a reduced rate

Custom design

- You can offer development services in exchange for design

- There's a margin between what you charge and what your contractors expect you to pay them

Custom design

- Designers like doing this, they get to use them as a portfolio

- You get a free website

Section 5
Finding subcontractors

Lecture 30

Where to find subcontractors

Where to find subcontractors

❖ The big three:

✓ Elance
✓ Upwork
✓ Freelancer

Where to find subcontractors

Elance is my favorite for finding high quality contractors

- ✓ Higher quality
- ✓ Better experience
- ✓ Fewer bids
- ✓ More expensive

Where to find subcontractors

Upwork

- ✓ Better tools
- ✓ Medium prices
- ✓ Great for VAs
- ✓ Medium # of bids
- ✓ It's good if you're trying to put together a team
- ✓ People go to Upwork if they're looking for per hour work

Where to find subcontractors

Freelancer

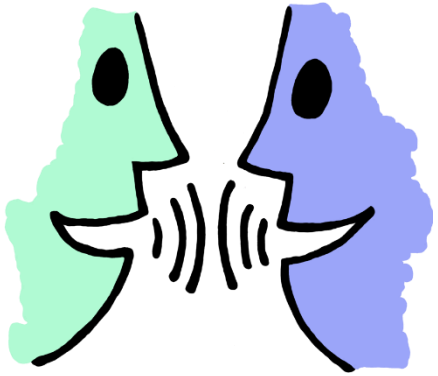
- ✓ Cheapest prices
- ✓ Maximum # of bids
- ✓ Low quality bids
- ✓ "The wild west" of sites

Lecture 31

What makes a good long term partner?

What makes a good long term partner?

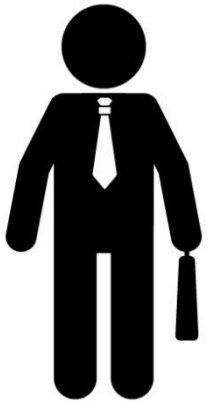
#1 Responsiveness



- if they don't respond in time, you're going to have unhappy clients
- it’s an indicative of how much they value your relationship and how good they are

What makes a good long term partner?

#2 Maturity



- some contractors will never admit that they've done something wrong
- immaturity breaks down communication
- mature contractors put extra time to remedy situations without having to argue with them endlessly

What makes a good long term partner?

#3 Similar standards of quality

- if they don't understand your idea of pretty or good, it's impossible to collaborate
- you can trust them to deliver good quality even when you're not managing them all the time
- they will never become autonomous if you have different views

Lecture 32-33

Intro to Elance

Intro to Elance

- They make their money from featured postings, they charge a percent from the freelancer of about 8.75%

- Clean user interface

Intro to Elance

Post your job

- Name, description, attachments, category, specific skills you need
- You can select templates for posting jobs
- You can decide later on the price and people can make their own offers

Intro to Elance

Post your job

- You can pick a location where you want to find candidates
- You can find people with certain skills in your area
- You can click "hire me" to invite people to your project

Intro to Elance

Post your job

- Search for other people's projects to see if there's something else you could mention in your job description
- You can add people to your team
- You can check if they are working during the billable hours by using the tracker

Lecture 34-35

Intro to Upwork

Intro to Upwork

- Upwork merged with Elance recently but they still keep two websites

- Upwork focuses more on per hour freelancing

- They are the second largest freelance site

Intro to Upwork

- Upwork makes money from featured postings and they charge the freelancer 10%

- They're making the most profit

Intro to Upwork

Post a job

- Similar to Elance
- The duration of the projects is usually longer on Upwork
- You can select the desired experience level
- You can hire more than one freelancer per project

Intro to Upwork

Post a job

- You can ask candidates to write a cover letter to introduce themselves
- You can add questions for the candidates to answer when applying
- Team feature

Intro to Upwork

Post a job

- Freelancers have to use the system that tracks the hourly work with screenshots
- You can find freelancers by selecting different criteria - this is not available on the other freelancer sites
- When you want to contact a person, Upwork shows you how fast he will reply

Lecture 36

Intro to Freelancer

Intro to Freelancer

- They make money from project upgrades and fees
- It's best if you have a small or auxiliary task
- Here, people can do almost everything

Intro to Freelancer

- It suggests the best people for your projects after many people bid

- They have integrated instant messaging into their system

- When posting a project, you can pay to upgrade it

Lecture 37

Finding freelancers elsewhere

Alternative platforms

- Google

- Great for finding specific types of skills

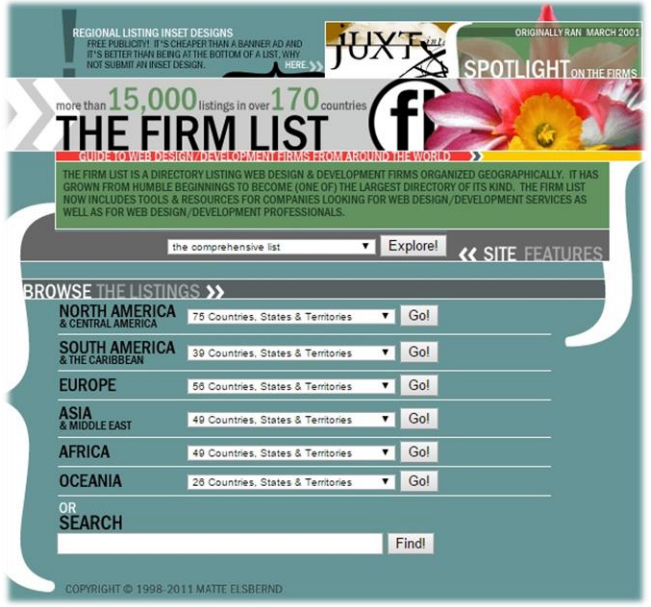
- Search for what you need + "freelancer" + the country you want

Alternative platforms

- firmlist.com

- Index of all web studios and web development firms in the world

- It shows you where they're located


REGIONAL LISTING INSET DESIGNS
FREE PUBLICITY! IT'S CHEAPER THAN A BANNER AD AND IT'S BETTER THAN BEING AT THE BOTTOM OF A LIST. WHY NOT SUBMIT AN INSET DESIGN.
HERE >>
JUXT
ORIGINALLY RAN MARCH 2001
SPOTLIGHT ON THE FIRMS
more than 15,000 listings in over 170 countries
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GUIDE TO WEB DESIGN/DEVELOPMENT FIRMS FROM AROUND THE WORLD
THE FIRM LIST IS A DIRECTORY LISTING WEB DESIGN & DEVELOPMENT FIRMS ORGANIZED GEOGRAPHICALLY. IT HAS GROWN FROM HUMBLE BEGINNINGS TO BECOME (ONE OF) THE LARGEST DIRECTORY OF ITS KIND. THE FIRM LIST NOW INCLUDES TOOLS & RESOURCES FOR COMPANIES LOOKING FOR WEB DESIGN/DEVELOPMENT SERVICES AS WELL AS FOR WEB DESIGN/DEVELOPMENT PROFESSIONALS.
the comprehensive list
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BROWSE THE LISTINGS >>
NORTH AMERICA & CENTRAL AMERICA
75 Countries, States & Territories
Go!
SOUTH AMERICA & THE CARIBBEAN
39 Countries, States & Territories
Go!
EUROPE
56 Countries, States & Territories
Go!
ASIA & MIDDLE EAST
49 Countries, States & Territories
Go!
AFRICA
49 Countries, States & Territories
Go!
OCEANIA
26 Countries, States & Territories
Go!
OR
SEARCH
Find!
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Section 6
Building a portfolio

Lecture 39

Building portfolios upfront

How important are portfolios?

- ✓ Portfolios are very important
- ✓ Every firm/freelancer has a portfolio
- ✓ It’s the way to show everyone what you are doing
- ✓ You need to have some form of a portfolio

How important are portfolios?

- What clients look for:

1. Consistent high quality

- if the items are not consistent, clients don't know what they're going to get
- it’s better to have slightly lower quality that's consistent

How important are portfolios?

- What clients look for:

2. Recognizable apps or sites

- a huge plus if you have some
- they perceive you as more capable than you really are

How important are portfolios?

➢ What clients look for:

3. Examples similar to what they're doing

- if you did something similar, chances are you can build their project more effectively
- if you pick a niche, you will probably have something similar
- you can show them a similar item from all you have

How important are portfolios?

- All big companies are showing 5-10 portfolio items
- Clients won't look at more than that
- Not all items are worth showing, no one is going to look at all of them

- Pick the ones that have consistent quality

Lecture 40

Use these tricks to grow your portfolio faster

Tricks to grow your portfolio faster

- Usually you have to show people what you've built before

- It's hard to get contracts without a portfolio

Tricks to grow your portfolio faster

#1 You can list your own projects, projects you worked on in a team or you had built by someone else

- You don't have to say what part you did exactly, clients will usually ask you
- Portfolios show what you're capable of making

Tricks to grow your portfolio faster

#2 Use your contractor's portfolio if you're subcontracting

- Show what you can do, not exactly what you have built yourself

Tricks to grow your portfolio faster

- Over time, you will have more projects and you can only pick those made entirely by you

Lecture 41

Thoughts about portfolios

Deeper dive into portfolios

- People are going to judge you by your worst item in the portfolio

- Keep only the best items

- Make sure that whatever you show is consistent in quality

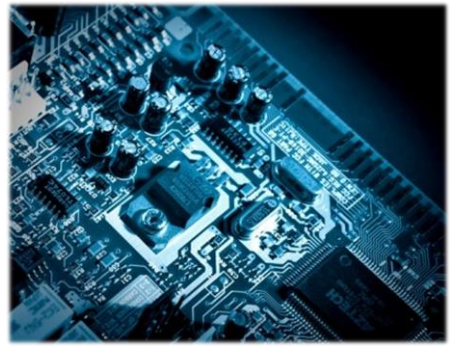
Deeper dive into portfolios

- People are biased towards good graphic design

- Poor graphic design will make it look bad, regardless of the good technology

- Pick items that look good over ones that show off good technology

Deeper dive into portfolios



- If a client asks to see the ones with good technology, show them

- Focus on simpler but better looking items

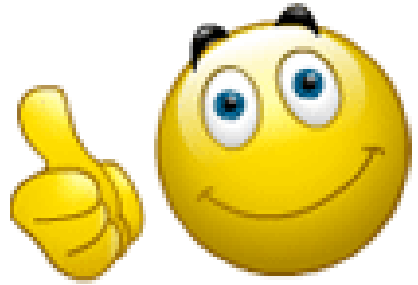
Deeper dive into portfolios

- As you improve, add more complex items but keep the quality consistent
- Keep your portfolio small
- Be aware what the worst item is

Lecture 42

Buying testimonials and case studies with Catchafire

Using Catchafire.org



- You can offer services for free for a preset amount of time
- Use them as portfolio items
- People post small projects that they don't have the money for
- Professionals can pick something to do and message them

Using Catchafire.org

- Select your skills
- You can pick a domain you’re interested in

- There are a lot of projects you can choose from
- Decide how many hours you want to put into this
- You can't go wrong with this work

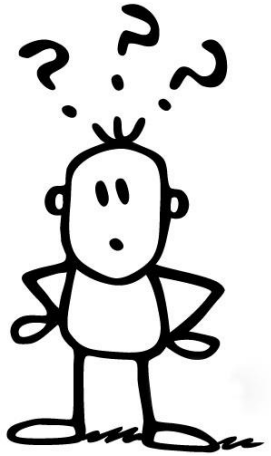
Section 7
Getting clients

Lecture 44

Strategy: Email scrape and blast

Email scrape and blast

- Find similarities amongst your clients
- Who is most likely to purchase from you?
- Who is your ideal customer?
- Graphic designers were an ideal market for us



Email scrape and blast

dunked.com

- It helps freelancers set up their portfolios online
- They give you a template website
- You can search "Powered by dunked" on Google and find all their websites

Email scrape and blast

nerdydata.com - search in the source codes of websites

- Find who uses dunked.com system
- Compile the information and make a list with people who are in your target group
- Contacting your list is the easy part
- You can do this for any potential clients

Email scrape and blast

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JUXT
SPOTLIGHT ON THE FIRMS
more than 15,000 listings in over 170 countries
THE FIRM LIST
THE FIRM LIST IS A DIRECTORY LISTING WEB DESIGN & DEVELOPMENT FIRMS ORGANIZED GEOGRAPHICALLY. IT HAS GROWN FROM HUMBLE BEGINNINGS TO BECOME (ONE OF) THE LARGEST DIRECTORY OF ITS KIND. THE FIRM LIST NOW INCLUDES TOOLS & RESOURCES FOR COMPANIES LOOKING FOR WEB DESIGN/DEVELOPMENT SERVICES AS WELL AS FOR WEB DESIGN/DEVELOPMENT PROFESSIONALS.
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SOUTH AMERICA & THE CARIBBEAN
EUROPE
ASIA & MIDDLE EAST
AFRICA
OCEANIA
Go!
OR
SEARCH
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firmlist.com

- Look for already created directories
- Pick an area and get a list of companies of design and web development

Email scrape and blast

✓ Sometimes you can purchase lists

✓ Google: "Your niche + email list"

✓ Use the freelancer websites to contact people based on their skills

Lecture 45

Strategy: Offer adjacent services to those trying to hire in-house

Offer adjacent services

- There are people who might need what you offer but didn't ask for it

- craigslist.org

- Look for people who have adjacent needs
- There's a great need for web developers in the world

Offer adjacent services

- Adjacent marketing - people who need the same thing but want it a different way
- Pitch your services to them

- Look in the job section, web/html/info design
- See if it's something that they need that you can do
- Established demand

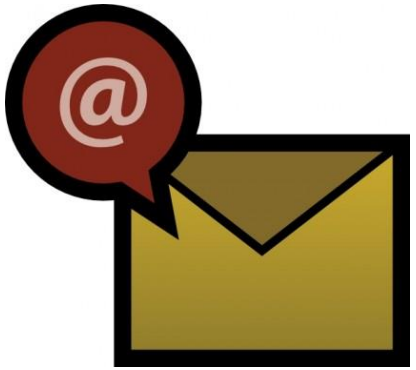
Offer adjacent services

- Take the name and find their website

- Contact them and describe what you can offer (value proposition)

- If they don't have a contact info, you can search for their CEO or other employees

Offer adjacent services



- metricsparrow.com - email permutator

- You enter the person's name and the website, and it shows the possible email addresses
- Email all of them and you will see which one was right
- Your response rates could be lower because it's an unsolicited email

Lecture 46

Strategy: Discount offers to groups

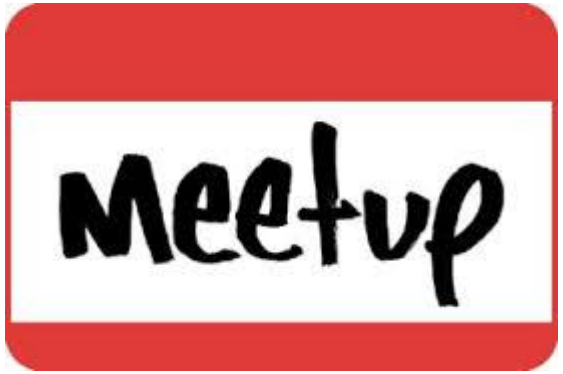
Discount offers to groups

- Go after groups of people who might be potential clients

- Sponsor or give discount offers to the group

Discount offers to groups

1. meetup.com



- Groups from every domain
- Contact the groups that are potential clients
- "Perks" - anything you offer; it doesn't offer this feature anymore, but if you offer to add a perk to the group, a discount, etc., they will respond positively

Discount offers to groups

2. Look for conventions

- Search for what you're interested in and find conventions in that domain
- Offer discounts or free services

Discount offers to groups

3. Aggregators for organizations

- careeronestop.org - list of groups by occupation
- Professional associations are easy to pitch to

Discount offers to groups

4. Search for the chamber of commerce in your area

- They list out companies
- You can contact them

Discount offers to groups

5. Google search for associations that you can target

- Offer sponsorship/discounts
- At the beginning, focus on things that have little investment and bring in potential clients
- Compose a template email

Lecture 47

Strategy: Use your affiliations

Use your affiliations

❖ Starting point to get your first clients

- College group
- City group
- Work groups
- Professional groups
- Companies you've worked for
- Memberships

Use your affiliations

- People judge you based on affiliation
- I got clients from my college network

- People you have an affiliation with trust you more
- Focus on your affiliation when you contact them

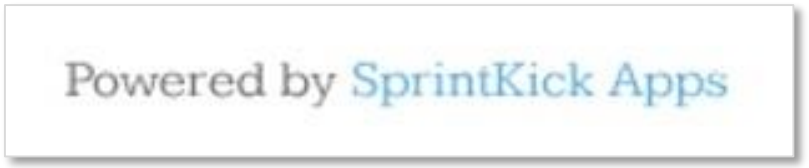
Use your affiliations

- Affiliation strength matters
- Think about all the affiliations you have
- Use them as a launching point to get sales
- The feeling of community is very strong

Lecture 48

Strategy: Tag your work

Tag your work



- Tagging = writing your name
- People ask for a lower price and they get to tag their work
- They can work for free but advertise themselves by tagging

Tag your work

- When you write your name at the bottom of a website, people will see that and can find you

- It also works as a SEO technique, as a backlink

- Tagging works when you don't have that many clients or a limited portfolio

Tag your work

- Some tagging will work, some will do nothing
- There are tagging strategies
- Tagging works on small projects and unknown clients
- Larger clients don't like tagging, especially if it's a well established brand

Lecture 49

Strategy: Selling things that require maintenance

Sell things that require maintenance

- Clients that have ongoing work: you can give discounts upfront, because the work will require updating, maintenance, etc.

- WordPress - 28% of the internet

Sell things that require maintenance

- People go to people who have blogs and offer to put it on WordPress
- They will want more customization than WP can offer
- It's easy to charge additionally

Sell things that require maintenance

- When working with startups, establish trust and discount the price
- Getting the client is the hardest part
- Look for ongoing projects

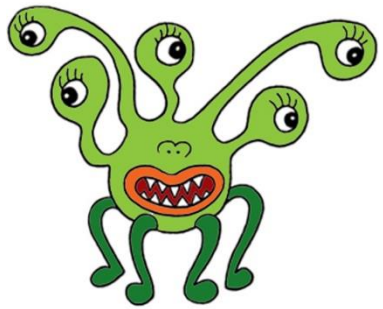
Lecture 50

Strategy: This sucks, let me fix it

This is bad, let me fix it

- Experiment with different marketing strategies when you're trying to get clients

- You will notice that most websites have something that's not working or has bad quality



This is bad, let me fix it

- You can contact them and offer to fix them
- Sending a personalized email to these people can bring you more clients
- Point out things that can be improved

This is bad, let me fix it

- Keep in mind things that are easy to do, popular or time intensive, that people could be interested in

- When you encounter the same issues, you can send the same message to a number of websites

- Even if they don't need your services, you can get referred and keep in touch

This is bad, let me fix it

- Getting clients is the hardest part in the beginning
- You increase your chances for repeated work

Lecture 51

Strategy: The perpetual discount

Perpetual discount strategy

- The Udemy example:

- They display high prices and then make discounts to make sales

- It creates the optical illusion that it's a good deal

Perpetual discount strategy

- Offer rates based off of types of clients

- First you give a higher price and if they don't accept it, you make a discount, which is a more realistic price

- Higher anchor price raises the perceived value

Perpetual discount strategy

- You can use it to get attention or to negotiate a contract before closing the deal
- If you put a higher price you have room to lower it
- Don't exaggerate

Lecture 52

Strategy: Build something and give it away

Give something away for free

- Reasons why this strategy is good:

1. It establishes you as someone who is competent
2. It puts you in the door with tons of people

Give something away for free

- Pick a tool that would be helpful
- Do research on something that could be helpful
- Create guides or ways to fix problems

Give something away for free

- Build something around problems that developers have and solve them

- Build tools that make people's lives easier
- It doesn't have to be something complicated

Give something away for free

- It has to be simple but something that regular people can't do

- Think about problems that can be solved by a web tool

- Go after a problem that everybody could have

Give something away for free

- Sprintkick example: Graphic designers are our biggest customers

- We partnered with them and built them a portfolio tool for free

Give something away for free

- Identify a good potential client base
- People love free things, and you get attention
- It’s an advertising method

Give something away for free

- Giving something for free = building trust, less negative reactions

- You can put all your information on the free product, so people know how to contact you for more work

Lecture 53

Strategy: Making tutorials strategy

The tutorial strategy

- Similar to giving away something valuable for free
- Tutorials = screen casts showing you how to do different things
- Great way of promoting yourself and your brand

The tutorial strategy

- Use them to drive traffic back to your site
- Pick something you're very good at and create a tutorial
- You can write an in-depth blog post

The tutorial strategy

1. You can pick something that you're an expert in

- teach people any generic technical skill
- it should be easy for you
- you can have your contractor do it
- it establishes you as an authority figure in that specific skill
- people are going to trust you more

The tutorial strategy

1. You can pick something that you're an expert in

- it generates a lot of traffic
- people come to your website for other reasons than purchasing
- chances to actually buy from you increase

The tutorial strategy

1. You can pick something that you're an expert in

- it lowers the barrier to purchase
- cold call vs warm call
- they already have positive thoughts about you

The tutorial strategy

2. You can pick something that clients could be interested in

- think about your niche and the problems that can happen
- create anything than can get the attention of that specific group of people
- establish a warm context

Section 8
Building proposals

Lecture 55

Types of proposals

Types of proposals

- At first, everything about a project is going to be vague

- After you get more details, you will give them a proposal

- Proposals are very important

Types of proposals

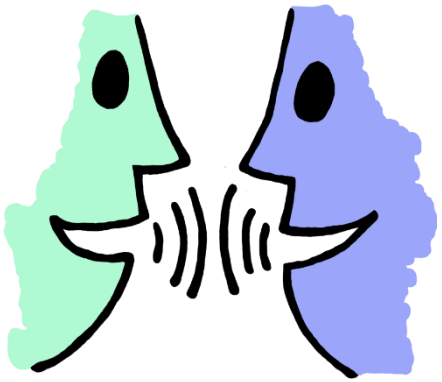
- The proposal is your final opportunity to make an impression on them
- Show that you understand what they need
- Plan on it being shared

Types of proposals

❖ 1. Casual

- Not a very detailed estimate, good for small projects
- You do it on the fly, with no documentation
- You give a range of estimates
- A general idea about what it will take to get it done

Types of proposals



❖ 1. Casual

- Always match the client's tone
- Don't give overly formal proposals for small projects
- Casual = “Hey, it's no big deal. Pay me.”

Types of proposals

❖ 1. Casual

- Client's perception of the project size influences how long they will take to decide
- Use this type to introduce yourself to the client
- You can use it when you've worked with someone before

Types of proposals

❖ 2. Semi-formal

- You give an estimation in the email, and an in-depth estimation attached
- You spend more time thinking about their project

Types of proposals

❖ 3. Formal / complex

- For large projects that require multiple people to approve your offer
- It takes more time
- Multiple pages in a separate pdf
- Graphic design involved
- It contains an introduction to what the firm does

Lecture 56

Components of proposals

Components of proposals

❖ When putting together complex proposals, these are the absolute minimums that you should include:

1. About you

- information about who you are
- highlight the good things you've done
- not more than a page

Components of proposals

2. Overview of the project

- pitching the project back to the client
- show them you understand what they need
- if it's too short, it can have the opposite effect, like you don't understand much
- do some background research
- incorporate some questions about different issues

Components of proposals

3. How you work

- explain what you use, what are the benefits
- describe the step by step process
- how often you will update them
- what your philosophies are about work
- your work schedule
- this is a sales opportunity

Components of proposals

4. Timeline

- how long the project is going to take
- get as detailed as possible, but don't over promise

Components of proposals

5. Price

- break it down to price per sections and tasks
- don't be vague
- explain why something is more expensive

Components of proposals

6. Next steps

- tell them what happens after they accept the proposal
- deliver time
- what you need, when you need it
- make them feel as it's up to them when to start

Components of proposals

7. Disclaimers

- tell them what happens when changes appear or things are added
- what could change
- what might cause potential delays

Components of proposals

❖ Optional components:

1. Case studies

- powerful tool for convincing your client what you're capable of
- they make the proposal way too long
- they could be a distraction

Components of proposals

❖ Optional components:

1. Case studies

- put them on the website, not in proposals
- exception: 1-2 case studies that are relevant
- don't add something that has nothing to do with their project

Components of proposals

❖ Optional components:

2. Development contract

- it doesn't really work well
- you double the length unnecessarily
- it distracts them

Components of proposals

❖ Optional components:

2. Development contract

- discuss the contract after they accept the proposal
- contracts are complicated, people don't like them
- it takes them more time to read the proposal

Components of proposals

❖ When giving a proposal, minimize friction

❖ Make it easy for them to read it and get back to you

Lecture 57

Types of estimates

Types of estimates

✓ 1. All together

- a price for the whole project

✓ 2. Section by section

- an estimate for each section

Types of estimates

✓ 3. Piece by piece

- you break it down as much as you can
- estimates for each task
- agile methodology

Types of estimates

➢ Piece by piece

✓ Pros

- more transparency
- it shows that you know what you're talking about

✓ Cons

- it takes more time
- you can face criticism from the client for every piece

Lecture 58

Our technique, in depth costs of everything

In-depth costs of everything

- Estimating each task - how many house it will take, how much it will cost
- We won clients with this method
- Clients love piece by piece estimate

In-depth costs of everything

- Not a lot of people do this
- It establishes trust
- They're confident you know what everything is going to take
- It helps close sales

In-depth costs of everything

- Clients can pick what they want to add or drop
- We estimate additional features and they can add it

- People like details

- You get noticed when you're competing with others

In-depth costs of everything

- Their idea becomes real for them when they see so many details

- Break every large feature into separate small tasks
- Note down where you need more information
- Make a section where the client can add comments

Lecture 59

Going over tools for improving your proposals

Tools for improving proposals

➢ If you want to make complex proposals, there are some tools you can use

proposify.biz

- cheap
- embedded templates

Tools for improving proposals

proposify.biz

- Log in, create a new proposal
- You can set a due date for it
- Prices can change over time
- It gives you a theme that you can change
- You can remove the sections you don't want to make it simpler

Tools for improving proposals

proposify.biz

- You can add online signatures
- You can insert videos
- This is a web proposal
- It makes it look like you're a tech savvy
- You can keep track of who saw it

Tools for improving proposals

proposify.biz

- You can do metrics
- See how many are accepted
- A way to improve what you're doing
- See how long they were looking at it
- How many people saw it
- It has a free trial

Tools for improving proposals

nusii.com

- They have the feature to propose multiple options
- Clients have to accept one of them

Tools for improving proposals

- You can Google "proposal generator", "proposal software tool"

99designs.com

- You can get a proposal designed specific for you
- Describe what you want and people compete with designs

Tools for improving proposals

99designs.com

- You choose what you like
- It's affordable, the minimum is $200
- Having a designed proposal makes you appear professional

Lecture 60

How much do you customize?

How much do you customize?

❖ How much of the proposal has to be customized for a client?

❖ How much can be copy-pasted?

❖ It's not efficient to customize every proposal

How much do you customize?

❖ Consider:

1. How big is the project?

- It takes longer to close large projects
- Decide what you want: many small projects or a few large ones
- If you customize on small projects, it's very likely to close the deal

How much do you customize?

❖ Consider:

1. How big is the project?

- Customize as much as you can, especially at the beginning
- Stick out from the crowd, get traction
- Large projects have more competition, it might not be worth the time customizing

How much do you customize?

❖ Consider:

2. 60/40 rule

- 60% is customized, 40% is copy-paste
- Some sections can be the same for all proposals
- Don't put too much irrelevant information
- The custom part will keep their attention

How much do you customize?

❖ Consider:

2. 60/40 rule

- It's obvious when the proposal is a template
- The clients will recognize this and will go away
- Tailor the proposal to them
- Focus more on their project and less on you

Lecture 61

Ballpark estimates versus exacto

Ballpark estimates strategy

- A full estimate takes a lot of time. During that time they will be looking for other firms

- Ballpark estimates = Come up with a range that can be very wide

- The client gets an idea about what you're talking about

Ballpark estimates strategy

- Don't waste your time building full estimates
- Not a lot of other people do this
- You will be the fastest to give estimates
- Clients will hear from you first

Ballpark estimates strategy

- It's a time saving technique
- You get ahead of your competition
- Don't come up with ballparks on the spot
- Saying a wide range helps you protect yourself

Ballpark estimates strategy

- Clients usually don't know the range of their project
- Tell them that if they add something, the range will change

Ballpark estimates strategy

- Large ranges are accurate almost 90% of the time
- If the client accepts the range, they probably have the budget for it

Lecture 62

Strategy: Introduce ideas and see if they stick

Introduce new features

➢ Ways to grow your business:

- same client base with more valuable projects
- focus on creating an engine that creates more clients
- focus on retention

Introduce new features

- Constant estimation: Strategy for increasing the lifetime value of each client, or each project
- Agile methodology: delivering chunks of work at a time
- Sprint = a chunk of work

Introduce new features

- In every sprint we include constant estimations of other features that can be added

- Clients have to prioritize what's most important

- They don't know how long it will take for each one

Introduce new features

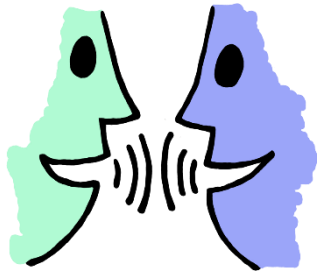
- Help them re-prioritize
- Constantly estimate additional things
- Only pick things that they have mentioned or you've seen other people use

Section 9
Managing clients

Lecture 64

How to keep the right amount of distance

Keep the right distance



- "Stand-up call" = short update call
- Over promising leads to overburden or break the promise
- It's always better to under promise, then surprise them

Keep the right distance

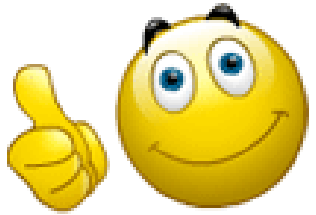
1. Gauge with each client what they expect and what they need

- Some clients don't call at all
- Some need to be more in the loop
- Be aware of how clients react
- Needy vs relaxed

Keep the right distance

2. Set the tone yourself

- 95% of the clients are going to default to your judgement
- Excessiveness is negative for the project
- Make them feel like they're in the loop



Keep the right distance

2. Set the tone yourself

- Enforce your own schedule
- Tell them upfront how you work
- You can customize the schedule for the project

Keep the right distance

- Explaining that excessiveness is not good:

- tell them how much time it takes to give updates and that it could be in the detriment of the project
- if you talk too often, you will have nothing to tell them

Keep the right distance

- Judge roughly how much distance they need
- Be firm and explain your schedule

Lecture 65

Confidence is key

Confidence is key

- The way that you talk to clients is really important
- Confidence is the most important
- Clients are taking a high risk to hire you

Confidence is key

- They are anxious about this relationship
- They want to feel as if they're in the right hands
- Be consistently confident

Confidence is key

- Don't insert unnecessary questions/question marks
- They want you to feel like you know everything
- Keep them feeling assured

Confidence is key

- Problems: miscommunication, scheduling, bugs, delays

- Don't leave answers open-ended

- Let them know about the problem, how big it is, and how long it will take before it's fixed, or when you will know when it's going to be fixed

Confidence is key

- Reword your communication in a way that is always definitive
- Never say a problem cannot be fixed
- Always says it can be fixed and give them a timeline

Confidence is key

- If it's a big problem, explain exactly what the issue is, show them why it's hard and they can empathize

- If they believe you, you can keep trust

- You always have to seem like you have a plan

Confidence is key

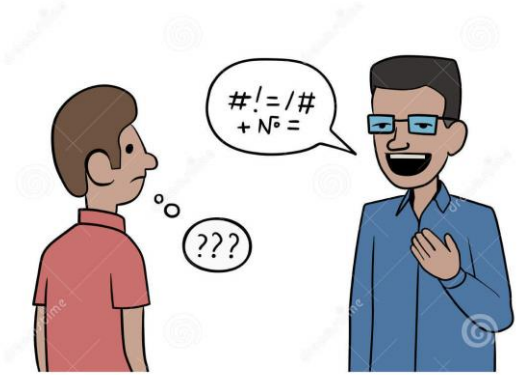
- Usually problems can be solved

- If you don't know an answer, tell them how long it will take until you figure it out

Lecture 66

Just enough jargon

The right amount of jargon



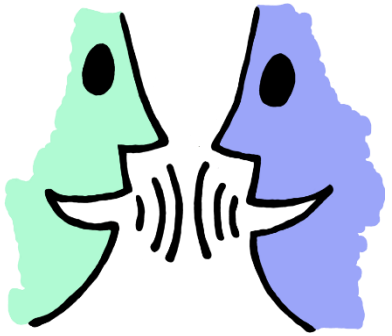
- Jargon: Technical words
- Clients don't understand 90% of it
- Don't use too much jargon: it confuses your client, it makes you look like a poor communicator

The right amount of jargon

- The way you speak to a developer is entirely different than a client

- Too little jargon makes it sound like you're not an expert, like the project is really simple

- They feel as your role is unnecessary



The right amount of jargon

- Use a medium amount of jargon
- Use code names of things that are more common
- When you describe what's happening, use simple words

The right amount of jargon

- When you explain technologies, use specific words
- It sets the tone, it reassures them you know something they don’t know

The right amount of jargon

- Example:

❖ They try to save information and they get an error

The right amount of jargon

➢ Answer 1: Too simple

“The site's ability to save isn’t working and the information isn’t going anywhere. That's creating some issues on your site.”

- It doesn’t really say anything
- You sound like you're babying the client
- Clients like to feel like they understand the jargon

The right amount of jargon

➢ Answer 2: Too complex

“Your app instance is experiencing server lock and it can't authenticate with its connection. Your users are getting thrown a JavaScript exception that might indicate that the build is incorrectly set up on Apache.”

- Don't introduce concepts that they never heard of
- Use words that are more common

The right amount of jargon

➢ Answer 3: The ideal amount of jargon

“Your SQL database is experiencing a common issue, where if too much traffic hits it at the same time, it will actually close its connection to the database. This is common to the specific platform that we built your website on. The error that you're seeing is just the system's way of letting us know that none of that information is actually getting saved.”

The right amount of jargon

- Using a little bit of jargon makes you sound like a domain expert

- You get a little bit more respect and trust

Lecture 67

Sniffing out their budget

Sniffing out their budget

- Minimize the process of estimating many times in the beginning

- One of the main reasons clients decide not to work with you is because they don’t have the money

- You can adapt to their budget

Sniffing out their budget

- Some clients accept the price but then they don’t have the money to continue improving it

- Don't ask what their budget is upfront

- Clients prefer people who are interested in their project, not their money

Sniffing out their budget

- Some businesses give estimates that magically fit the client’s budget, they're not being objective

- There are some common things you should look for to find out the budget

Sniffing out their budget

#1 Do you have a client that is constantly assuring you that something he wants to build is really cheap?

- probably their budget is limited

Sniffing out their budget

#2 Look for how much specificity a client gives you

- if he goes into details, he is more realistic and aware of how big the project is
- vague people have no idea what is this going to cost, they might not have the money

Sniffing out their budget

#3 “I” vs “We”

- pay attention to how they speak about them
- groups of people statistically have a larger budget

Sniffing out their budget

#4 Consider how much you know about the client

- what does he do for money, are they employed, are they students?
- if this is a side project, they probably have the money
- some might be too idealistic

Sniffing out their budget

#5 How quickly do they go through the process?

- if they delay discussions, they might not have the money
- if they respond quickly, they don't care about budget

Sniffing out their budget

#6 Do they ask for additional features estimates and in the end they don’t get added?

- if they're not including things, they can't afford it

Sniffing out their budget

#7 Use ballpark estimates

- if they accept the range, they have the budget

Lecture 68

Speed is important with clients

Speed is important

- Speed = Responsiveness
- How long does it take you to respond to them?
- Responsiveness is keeping the client happy

Speed is important

❖ Clients are anxious about everything, they have a lot to lose

❖ They want to feel like you're always there

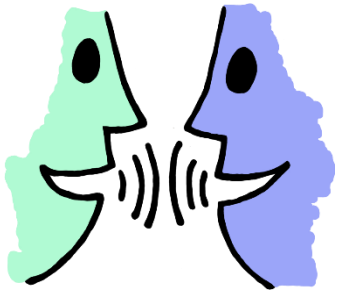
❖ If there's a problem and they don't hear from you, they spend time worrying

Speed is important

❖ They assume you're hiding something or you don't know the answer to what they told you

❖ It erodes trust and creates problems in the relationship

❖ If you need more time to research, just tell them you will get back to them



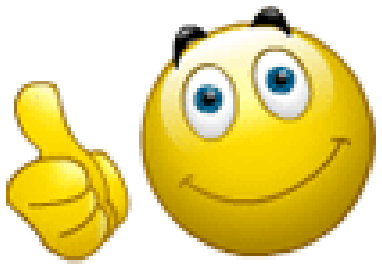
Speed is important

- Check your phone often
- Let them know if you're going away
- Set an auto-responder

Speed is important

❖ It's ok to lag during the established times, like weekends, if that's how you set the tone

❖ You have to be consistent



Lecture 69

Is the client always right?

Is the customer always right?

- Some companies treat clients as if they're right all the time

- Some businesses are combative, it's always not their fault

- It's up to you

Is the customer always right?

- Success lies in the middle of the spectrum
- Find balance
- Clients are never as highly technical as the people building the project

Is the customer always right?

- Do it on a case by case basis
- It's hard to make a general rule

Is the customer always right?

1. You can make mistakes, and you have to remedy the situation

- Don't be overly apologetic
- Be rational, explain what went wrong and tell them it won't repeat

Is the customer always right?

2. Clients can be wrong

- You have to make sure they understand things beforehand
- Figure out what went wrong

Is the customer always right?

- Sometimes both sides can be wrong
- Documenting everything makes it easier to figure it out
- Admit when it's your fault

Is the customer always right?

- If there is a breakdown in communication, regardless whose fault it is, the fact that it's allowed to happen is your fault

- There's never an excuse for not facilitating communication

Lecture 70

Don’t talk about problems, say what’s happening

Don’t talk about problems

- When talking with clients, don't talk about "problems", say what is happening

- Don't be ambiguous, that means they have to be worried about something

- Setbacks, not problems

Don’t talk about problems

- A setback happens all the time
- A problem is something that everyone should be worried about

- A problem shows that you don't know how to solve it

Don’t talk about problems

- Tell them how long will it take to get solved
- Don't be vague
- Explain what happens and that it can be fixed

Lecture 71

Do you deliver what's good or what the client likes?

What to deliver

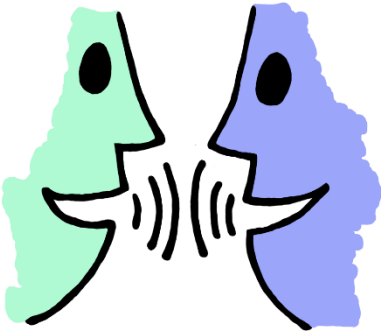
- Some clients want something that will not end up looking good
- We had many examples of these clients
- Evaluate your priorities

What to deliver

- Are you doing this project for a portfolio?
- Will this project ruin it?
- Are you doing it for some extra money?

What to deliver

- You should convince your client that they're wrong and explain why you believe that
- Consider walking away from the project
- Try to cut losses



What to deliver

- If it's a repeat project or a lot of money involved, try to explain them what is bad and why

- Try to keep the client happy
- Minimize the damage
- Suggest other features
- Give them alternatives

Section 10
Best practices

Lecture 73

Under promise, over deliver

Under promise, over deliver

- It's better to promise less than what you're capable of than fail to meet expectations
- Customer retention
- Realistic expectations

Under promise, over deliver

- You don't have to lie or try harder to impress them
- If you under deliver, you will always be looking for clients
- That does not cover all basis

Under promise, over deliver

- In the beginning, it's not good to apply this mindset because you won't get clients

- Three things that you can manipulate: cost, timeline, expertise/ability

Under promise, over deliver

1. Don’t exaggerate on your timeline

- it never works out in development
- you can't dictate how many hours people work

Under promise, over deliver

2. Cost is the thing that you should manipulate to get more sales

- this is only necessary in the beginning
- over promise on cost but don’t lose money

Under promise, over deliver

3. Ability

- you can over promise but tell them what happens just in case you can't make it for some reason

Lecture 74

What is Agile? Should I use it?

What is Agile?

- There are two ways of delivering a product
- Give an estimate and deliver the entire project at the end, in one piece
- The alternative is Agile

What is Agile?

- Agile: Working on separate chunks of the application
- List tasks and features and give estimates for each of them
- "sprints" = chunks of work

What is Agile?

- Focus on making each individual chunk of work fully tested and ready to be deployed

- Nothing should have dependencies on other parts of the application

- Designers design it as it's being developed. As things change, they should be flexible

What is Agile?

- Sprintkick: we deliver sprints,
kick = acceleration, speed

- Code is better produced and better tested

- A modular way of looking at a project

What is Agile?

- Agile makes it a lot easier to sell
- Estimate it out in hours
- Hours are much harder to argue with
- Apply hourly estimates for every single task

What is Agile?

- They can pick what they want from the list
- They get to see the project progress
- You can only charge for the first chunk

- They can take that to other firm and continue if they're not happy with you

What is Agile?

- Clients feel better when they know that they can back out

- Chunks make it easier to figure out if something's wrong

What is Agile?

- Should you use Agile?

- It makes the experience more interactive and makes clients happier

- Many developers know how to work in Agile fashion

- Look for contractors that have experience with it

Lecture 75

Client budgets and what difference they make

Budgets are important

- It's important to work with clients that have good budgets

- At the beginning, you work with all types of clients

- Bigger budgets make better projects - better graphic design, research, fixing things, additional features, radical changes

Budgets are important

- If you make money off of a project and it fails, it's just the money you get

- A successful project is good for the portfolio and it constantly gets you leads

- Good projects will get you better projects

Budgets are important

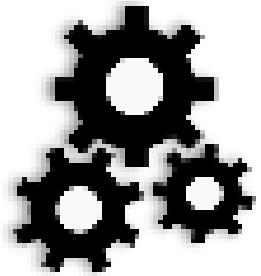
- Budget is the primary problem
- Any bad project you make will have a low budget
- At the beginning you can't be picky, but try to focus on clients that have good budgets

Lecture 76

Web presence clients aren't worth it

Web presence clients

❖ Look for ambitious projects that have development depth to them



❖ But at the beginning, this type of clients are welcomed

❖ Usually, they just want to get a web presence and that's all

Web presence clients

❖ Problems with web presence clients:

- design is more expensive than the development
- the projects are not very deep
- they're usually using a platform

Web presence clients

❖ Problems with web presence clients:

- they're not looking for adding complexity, new features
- flat pages that have basic functionalities
- there's a lot of competition on what they're trying to do

Web presence clients

❖ Problems with web presence clients:

- they have very small budgets
- there's no repeat work, so you're constantly looking for new clients
- repeat work is small and a distraction

Web presence clients

❖ Focus on projects that are trying to expand, that bring novelty, uniqueness

Lecture 77

Price per project, price per hour

How do you usually get paid?

- Two primary ways: price per hour, price per project
- Others: day rates, hybrid rates

How do you usually get paid?

- Price per hour

- you charge per hour of labor
- also called “time and materials”
- give a projection of how many hours it will take
- some firms don't give an estimation

How do you usually get paid?

➢ Price per project

- you take a chunk of work or a task and you give an estimate for that task, regardless of how long it takes you

How do you usually get paid?

- As a developer you will want to work on time and materials

- Estimations are hard to predict without spending a lot of time

How do you usually get paid?

Price per hour

- Pros - you get paid for your time
  - you can't lower the per hour rate to bid against others

- Cons - clients don't like time and materials, they like to estimate the budget

How do you usually get paid?

Price per project

- Pros - you can lower the price per project if it takes you less time: you can be competitive
  - you can estimate a range
- Cons - estimation takes time

How do you usually get paid?

- We use Agile methodology

- We estimate a price per chunk of work and how many hours it will take

- At first you will use the price per project, unless you're recommended by other people

Lecture 78

Should you worry about competition?

Does competition matter?

- In traditional businesses, you have to examine your competition and the saturation of the market

- In development businesses, the answer is no

Does competition matter?

- There are a lot of development firms and a lot of development work needed

- Why do clients pick development firms?

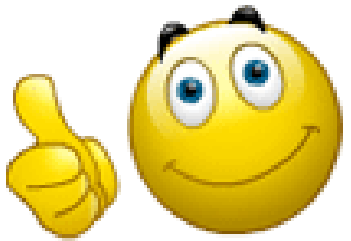
- They can match their expertise, they have a good reputation and a good portfolio and they can build a good relationship

Does competition matter?

- The market is highly fragmented
- The market lacks transparency
- Every firm is very different
- There's an infinite number of configurations for offers and needs

Does competition matter?

- No company can dominate the market
- There are a lot of different opportunities and offers
- Don't worry about competition



Does competition matter?

- There is a lot of work out there
- You can learn from your competitors
- Your abilities are what matter

Lecture 79

Hedging your launch date

Hedging your launch date

- The project timeline is like a road with landmines
- You never know how much of your time it will take if you hit them

Hedging your launch date

- Problems can happen:

- People can get sick
- Services can be taken down
- People you rely on can be late

Hedging your launch date

- Avoid missing a deadline by hedging your launch date
- Don't say you will deliver on a specific date
- Set a range for the delivery - ex. first week of July
- If the client wants a specific date, he is unrealistic

Hedging your launch date

- Always pick the range of dates, even if you know the exact date

- Deadlines in development projects are rarely set

- Plan to launch early so you can give yourself some breathing room

Lecture 80

Beautiful design makes beautiful development

Beautiful design = beautiful development

- Some projects don't look very impressive
- They don't reflect a high quality application
- The design is not suited for your app

Beautiful design = beautiful development

- Ugly UI is ugly to everyone
- Ugly code is only ugly to the developer
- Great design makes a great portfolio

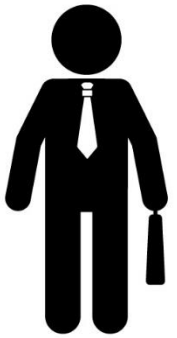
Beautiful design = beautiful development

- Research before hiring a designer
- Keep a list of good designers
- Introduce designers to clients
- Offer design services yourself

Beautiful design = beautiful development

- Design is more important than development
- You can't show off bad design
- Make sure you know more about the designer

Beautiful design = beautiful development



- You can have your own designer, to make sure of the quality

- Great design changes how many leads you get, how many clients you get, how great your portfolio is

Lecture 81

Running without contracts

Running without contracts

- You are working without signing a contract. Why?

- small work
- someone you've worked with and you trust them
- friends and family
- trying to close a client and you worry it will scare them away

Running without contracts

- I suggest you don't do it

- Make contracts easy and get them signed quickly

Running without contracts

1. Don't do this with someone who hasn't paid you before

- Trade money with them, people behave differently when money is involved

Running without contracts

2. Keep a paper trail as much as possible

- Try to get verbal agreements that are documented
- Screenshots, emails, written discussions

Running without contracts

3. Make sure to include costs and features

- Always list out everything you're doing
- Make sure you have a record of them agreeing to everything

Running without contracts

- Written records can save you
- It's always better to have a contract
- In U.S., any type of verbal agreement in writing is the same thing as a contract

Running without contracts

- When is this ok?

- you have a contract saying that you are hired to do some work for them, anything else will be additional work

- online platforms have their own contracts, so don't worry

Lecture 82

Red flags for bad clients

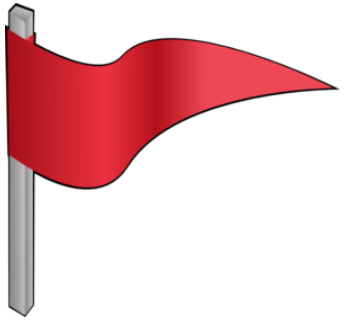
Red flags for bad clients

- Your quality of life as a project manager, developer, or business owner depends on the clients you're working with

- Great clients are easy to work with, have the right budget, understand things

- You can run into difficult clients

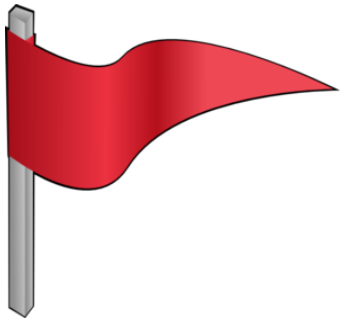
Red flags for bad clients



❖ 1. Do they disagree with your estimates?

- In development, you are selling something complicate and technical, customized to the individual case
- Unless you're the one doing the estimate, you can't know exactly what it's going to take to build something
- If your client thinks that it couldn't have taken you this much, here's a red flag

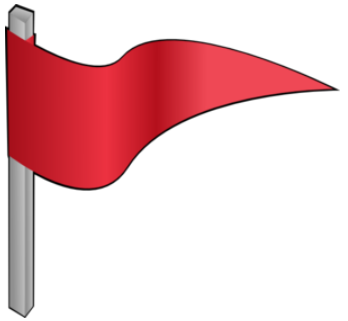
Red flags for bad clients



❖ 2. Does their project idea make no sense?

- You're here to build whatever they want and do the best job possible
- But you should have an idea if this idea is terrible or good

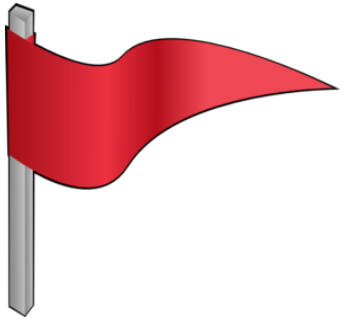
Red flags for bad clients



❖ 2. Does their project idea make no sense?

- If they're giving you something that doesn't make any sense or doesn't work, it's a red flag
- Worst case scenario - this project is an indicative of a bigger problem with this client

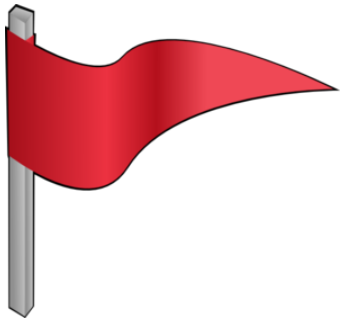
Red flags for bad clients



❖ 3. Are they trying to haggle with your rates?

- Two different situations: they don't have the budget, or they're haggling
- They probably only care about the price
- You can waste time with someone who doesn't have enough money for the project

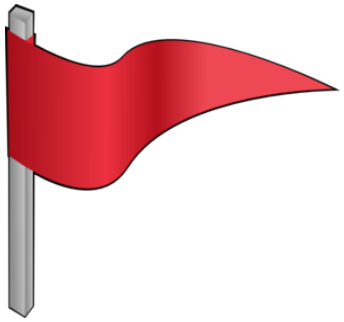
Red flags for bad clients



❖ 4. Are they giving you multiple proposals at once?

- It might be a scatterbrain client who doesn't know what he wants
- They might not be committed and focused, they could get distracted.
- You need your client to be a serious person

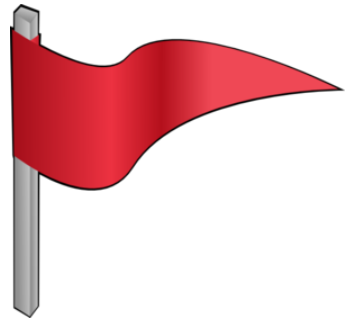
Red flags for bad clients



❖ 5. Do they argue over trivial items?

- They argue about things that are not important, they're not able to prioritize
- The client might be insecure or immature
- That client is going to drive you crazy

Red flags for bad clients



❖ 6. Are they being unprofessional?

- They throw tantrums, they say things that they shouldn't, they lie about things, they miss phone calls
- They can't have been successful in anything they've done
- Their project might fail and it's not worth it

Lecture 83

Rich vs successful clients

Rich vs successful clients

- You want to focus on the successful clients
- Rich clients: you don't know where they got the funds, you don't know if they will be successful
- Successful clients: have a track record of successful projects, have ideas that have potential to them

Rich vs successful clients

- Large projects might not have long life expectancy
- Successful clients will get you consistent business and similar referrals
- Best portfolio items are those for companies that are successful

Lecture 84

Tell when you're getting "fizzled"

Tell when you're getting "fizzled"

- Getting "fizzled": your client is not interested in your project proposal

- Being able to tell when this happens will save you a lot of time

Tell when you’re getting “fizzled”

- Why they might be doing this to you:

- they don't have the money
- they not as serious about the project
- the idea got too complicated and they lost confidence
- they're looking at other offers

Tell when you're getting "fizzled"

- This process can go on forever, so you have to recognize it when it happens

- There are four things you can look for

Tell when you're getting "fizzled"

1. Pyramid conversations

- they give you a lot of information at first, but then they start responding in less and less words
- they lost enthusiasm in you
- backing off
- they still try to get information from you

Tell when you’re getting “fizzled”

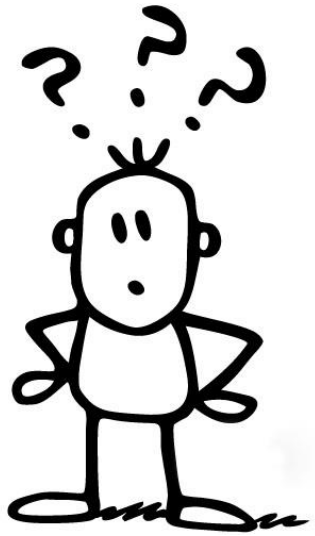
2. Slower and slower response times

- at first they respond quickly, then you could wait up to a few weeks
- ask a simple question and see when they respond
- they're not serious if they don't respond

Tell when you're getting "fizzled"

3. Repeatedly asking you to clarify the same things and asking the same questions

- they forgot what they asked because they are talking to various other people



Tell when you’re getting “fizzled”

4. Using vague timelines and referring to things like "decisions"

- overly vague: not interested
- interested: they give you an actual hard deadline
- delaying a decision: backing away

Lecture 85

Don’t quote off the top of your head

Don’t quote off the top of your head

- Clients ask you for estimates on the spot
- Never give estimates on the spot

- If the second estimate will be different, you're going to lose the contract

Don’t quote off the top of your head

- The client thinks you're trying to rip them off or you're an idiot
- No other development firm is doing this
- The ones who do are taking a serious risk

Don’t quote off the top of your head

- Always say you're not sure but you will get back to them in a short time

- Give them ballpark estimates or a full estimate

Don’t quote off the top of your head

- If you have to answer the question, don't give them a range with 2 ends, give them one end of a range
- Example: over 1000 hours, under 2000 hours
- The chances of getting it correct will increase

Lecture 86

Meeting in person

Meeting in person

- You can run your business without Meeting anyone in person

- Reasons you might need to meet in person:

- to close a potential sale - the client wants to see how you are in person
- larger companies have a culture around meetings, they can't change that just for you

Meeting in person

- If you have the opportunity to meet, you should meet at least once

- Success depends on:
  - ✓ Preparedness
  - ✓ Composure
  - ✓ Confidence

Meeting in person

- It's hard to fail in a meeting

- Focus on presenting your past portfolio, explain what the projects do, how long it took, how much it cost

- You can bring a PowerPoint to help you

Meeting in person

- When you spend time on projects you can easily explain the details

- They want to know you understand the project needs
- Be empathetic to their user problems

Meeting in person

- Don't tell them what to do, just listen to their ideas and requirements
- Insert your insight when you can
- Don't be too pushy

Meeting in person

- They're looking for an expert who can insert some useful information from time to time

- When deciding to meet:

- is the client worth it?
- is it a big company that does it by default?

Meeting in person

- Calculate the loss of time when you decide on meeting
- Meetings can be redundant

- There's rarely a reason to meet in person that can't be fixed through a call or Skype

Meeting in person

- Always be prepared to talk about yourself, but only if they ask

- Explain how your process works

Meeting in person

- What do you wear?
- Be like a mirror of what the group is
- People naturally trust people who look like them
- Wear something in the happy medium

Lecture 87

Is there a benefit to delivering early?

Is there a benefit to delivering early?

- Delivering early doesn't really benefit you
- If I still have time, I usually test it some more or improve it until the delivery
- The only benefit is that you appear as a good vendor

Is there a benefit to delivering early?

- It's not going to matter if you deliver a few days earlier
- It only matters if you saved them money or gave them an extra feature
- Spend more time on bug testing

Lecture 88

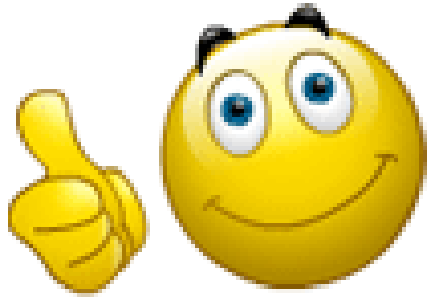
Repeat customers are the best

Repeat clients are the best

- New client vs repeat client
- When you're looking for new clients you spend a lot of unpaid time
- You chase projects that you don't always get

Repeat clients are the best

- It's easier when they come back to you
- You cut out the searching time
- Having repeat clients means you're doing something well



Repeat clients are the best

- They are very strong referrals
- Focus on momentum if you want to grow
- We only work off of referrals, this is the ideal way
- Focus on keeping your clients

Lecture 89

Avoid “assumers”

Avoid “assumers”

- One of the biggest problems in development is that some people speak in very vague terms

- Vague is not helpful

- They use imprecise language to describe something precise

Avoid “assumers”

- People have an idea and just assume you know what they need

- They think you understand, but they don't actually explain what they want

Avoid “assumers”

- They describe it in a simple way but there should be more details to it

- Example: They don't say exactly what the button will do when you click it

Avoid “assumers”

- Ask the details, ask for more information, get every bit of specifics out of them

- Don't agree to something vague

- You can spend hours doing something that's not even what they want

Avoid “assumers”

- You need specificity
- Try to avoid people who assume and are vague
- These people are probably lazy
- Make sure you have basic documentation or instructions for the work

Section 11
Internal management is crucial

Lecture 91-92

Intro to Asana

Intro to Asana

- My favorite project management tool
- It looks like any web administration panel
- It allows you to list anything you're doing
- Asana is commonly used for "to do" lists

Intro to Asana

- Create a project
- Add a description
- Add a task
- You can mark it as completed

Intro to Asana

- You can check what got finished yesterday
- It's useful if there are many people editing the project
- You can assign the task to someone
- Any person who has been assigned a task will be notified

Intro to Asana

❖ You can invite people to enter the project, you only need their email to add them

❖ Getting your contractor on board could be difficult, but it's a great way to see if they're good contractors to work with

❖ You want to work with people that are open to change and transparent

Intro to Asana

❖ On the right side, you can manage each individual task, where you can describe and explain it

❖ Every time you change something, you update the task and all the people involved will be notified

❖ You can add attachments

Intro to Asana

❖ Let the freelancers set a due date for tasks

❖ Check the calendar to see when the tasks will be ready

❖ All the files for the task are included in the Attachments tab

Intro to Asana

- Break down every page into small tasks

- You can see the progress over the last days

Lecture 93

Making Asana work for you

Making Asana work for you

- Invite contractors to your project
- Divide your work area in 3 different sections

Making Asana work for you

1. Build tasks

- Describe what the section contains
- Add tasks that are user centric - what the user sees

Making Asana work for you

2. Additional tasks and features

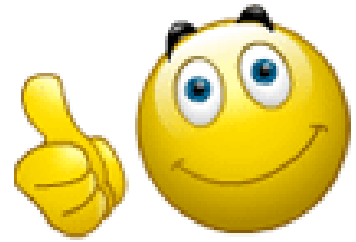
- Features that you want added
- Describe the feature
- You can have a discussion about it and get an estimate

Making Asana work for you

3. Bugs

- List out issues as they happen
- General bugs
- For bug feedback for a specific task, you can add a subtask to it about the bug, in the first section

Making Asana work for you



- Load the wireframes into your project

- If you are paying a premium amount of money to your contractors, you can set more strict due dates

- Keep logs of what's happening; Asana keeps logs
- Always have more documentation rather than less

Lecture 94

Turning Asana inside out

Turning Asana inside out

- Asana is usually used to manage people internally
- We can also use it to manage clients

- It helps to make clients feel like they are in the loop
- Clients like to ask for updates and to know what is happening all the time

Turning Asana inside out

✓ Turning Asana inside out to use it externally:

- Copy the project that you're using to manage the developers
- Uncheck "Assignee" and "Project Members"
- Convert the copy for external purposes

Turning Asana inside out

- Make the tasks easier to understand for the client
- Delete the things that don't make sense for someone outside the team

Turning Asana inside out

- Add just one member of the team in this new project, so he can deal with the client's questions and update the project regularly
- The best person to do this has to be a good communicator

- The client will see the progress without having to call you every time he wants to check

MUTUAL NON-DISCLOSURE AGREEMENT

This Agreement is made and entered into as of the last date signed below (the "Effective Date") by **(your_name)** and between **(name of other party)** (the "Second Party").

WHEREAS **(your name)** and the Second Party (the "Parties") have an interest in participating in discussions wherein either Party might share information with the other that the disclosing Party considers to be proprietary and confidential to itself ("Confidential Information");

NOW, THEREFORE, the Parties agree as follows:
Confidential Information of a Party is all information of a confidential or proprietary nature it may disclose to the other party, whether or not in writing and whether or not so marked or designated. Confidential Information shall include, but not be limited to, the disclosing Party's: (1) business plans, methods, and practices; (2) personnel, customers, and suppliers; (3) inventions, processes, methods, products, patent applications, and other proprietary rights; or (4) specifications, drawings, sketches, models, samples, tools, computer programs, technical information, or other related information

1. The receiving Party ("Recipient") shall refrain from disclosing such Confidential Information to any third party without prior, written approval from the disclosing Party and shall protect such Confidential Information from inadvertent disclosure to a third party using the same care and diligence that the Recipient would use to protect its own proprietary and confidential information, but in no case less than reasonable care. The Recipient shall ensure that each of its employees, officers, directors or agents who has access to Confidential Information disclosed under this Agreement is informed of its proprietary and confidential nature and is required to abide by the terms of this Agreement. The Recipient of Confidential Information disclosed under this Agreement shall promptly notify the disclosing Party of any disclosure of such Confidential Information in violation of this Agreement or of any subpoena or other legal process requiring production or disclosure of said Confidential Information.

2. All Confidential Information disclosed under this Agreement shall be and remain the property of the disclosing Party and nothing contained in this Agreement shall be construed as granting or conferring any rights to such Confidential Information on the other Party. The Recipient shall honor any request from the disclosing Party to promptly return or destroy all copies of Confidential Information disclosed under this Agreement and all notes related to such Confidential Information. The Parties agree that the disclosing Party will suffer irreparable injury if its Confidential Information is made public, released to a third party, or otherwise disclosed in breach of this Agreement and that the disclosing Party shall be entitled to obtain injunctive or other appropriate relief against a threatened breach or continuation of any such breach and, in the event of such breach, such remedies as may be available to the disclosing Party in law or in equity.

3. The terms of this Agreement shall not be construed to limit either Party's right to develop independently or acquire products without use of the other Party's Confidential Information. The disclosing Party acknowledges that the Recipient may currently or in the future be developing

information internally, or receiving information from other parties, that is similar to the Confidential Information. Provided such similar information existed prior to the commencement of this agreement and is first identified and disclosed to the disclosing party in writing by the recipient, nothing in this Agreement will prohibit the Recipient from developing or having developed for it products, concepts, systems or techniques that are similar to or compete with the products, concepts, systems or techniques contemplated by or embodied in the Confidential Information provided that the Recipient does not violate any of its obligations under this Agreement in connection with such development.

4. Notwithstanding the above, the Parties agree that information shall not be deemed Confidential Information and the Recipient shall have no obligation to hold in confidence such information, where such information:

(a) Is already known to the Recipient, having been disclosed to the Recipient by a third party without such third party having an obligation of confidentiality to the disclosing Party; or

(b) Is or becomes publicly known through no wrongful act of the Recipient, its employees, officers, directors, or agents; or

(c) Is independently developed by the Recipient without reference to any Confidential Information disclosed hereunder; or

(d) Is approved for release (and only to the extent so approved) by the disclosing Party; or

(e) Is disclosed pursuant to the lawful requirement of a court or governmental agency or where required by operation of law.

5. Nothing in this Agreement shall be construed to constitute an agency, partnership, joint venture, or other similar relationship between the Parties.

6. Neither Party will, without prior approval of the other Party, make any public announcement of or otherwise disclose the existence or the terms of this Agreement.

7. This Agreement contains the entire agreement between the Parties relating to the subject matter and may not be changed or discharged in whole or in part except by an agreement in writing between the Parties.

8. This Agreement does not create any obligation for either Party to disclose information to the other Party or to enter into any other agreement.

9. No delay or omission by the disclosing Party in exercising any right under this agreement shall operate as a waiver of that or any other right.

10. This Agreement shall remain in effect for a period of **(number of years)** from the Effective Date unless otherwise terminated by either Party giving notice to the other of its desire to terminate this Agreement. The requirement to protect Confidential Information disclosed under this Agreement shall survive termination of this Agreement until such time as the Confidential Information becomes publicly known and made generally available through no action or inaction of the Recipient.

11. Each provision of this Agreement shall be treated as a separate and independent clause, and the invalidity or unenforceability of any provision shall not affect the validity or enforceability of any other provision of this Agreement.

12. This agreement shall be governed by the laws of the state of **(your state or country)**

IN WITNESS WHEREOF the Parties, each intending to be legally bound, have executed this Agreement:

(Your name)

_____

(Date)

(Their name)

_____

(Date)

Development Work Agreement
Company name

You, Client, have asked us, Official company name, with a principal place of business at full address, to create custom software for you. This is our Agreement for this project:

What we agree to do:

1. **Scope of Work.** The scope of my work for you is listed on Exhibit A to this Agreement. We will start working on this project within 3 days after we receive a signed copy of this Agreement and specify the amount of the down payment if any. If the scope of work changes after we sign this Agreement, you and us agree to negotiate and sign an amended Exhibit

A.
2. **Project Milestones**. We have agreed that we will work on this project in phases. Exhibit B to this Agreement lists the milestones that we've agreed will apply to each phase of my work for you. If the scope of work changes after we sign this Agreement, both parties agree to negotiate and sign an amended Exhibit B.

3. **Final Deliverables**. We will deliver to you, via electronic mail [or a downloadable hyperlink], within 4 days after you approve the final deliverable(s), digital files containing my work for you under this Agreement.

Specifically, we will provide you with the following:

4. **Original Work/Conflicts/Confidentiality**. We promise that, except for anything that you give us to incorporate into the software we will create for you: (a) my work will be original and will not be copied in whole or in part from any other work; (b) we are the sole and exclusive owner of all intellectual property rights, including patent, copyright, trade secret and other proprietary rights in and to the software we create for you, or we have secured such rights to any third-party content incorporated into my final code; and (c) our work does not violate the patent, copyright, trade secret or other property right of any person, firm or entity. We promise that this Agreement does not conflict with any other contract, agreement or understanding to which we are a party. Finally, we promise that we will hold and maintain in strict confidence any confidential information that you provide us (such as proprietary technical or business information), and we will not disclose such information to any third party except as may be required by a court or governmental authority.

5. **Pay Us For My Work.** You promise to pay us the total sum ("Fee") of $total dollar amount in total number of payments. Down payment percentage of the Fee will be due when we sign this Agreement and before we begin. The remaining percentage of total remaining of the Fee will be due incrementally every amount of time between delivery or updates and before we send you final files containing the software you approved. Payment will be made using payment usthod. If you ask us to use any third-party content (such as stock photos or third party software that must be incorporated in the software we are creating for you), you promise to pay us the actual cost of licensing that third-party content for work under this Agreement. You agree that until you pay us for each increment, you will not acquire the rights or license to use or transfer ownership of that section of software that we have created for you under this Agreement.

6. **Pay us For Extra Work**. We agree that the Fee you owe us will cover in full all of the work listed in Paragraph 1/Exhibit A of this Agreement. You agree that if you ask us to make changes or do other work for you that is not covered by this Agreement, you'll pay us an hourly rate of specify hourly rate and this payment will be in addition to all other amounts you owe us under this Agreement. You also agree that if you ask us to do work outside the scope of this Agreement, we may take extra time to send you the final files.

7. **Feedback and Acceptance**. You agree that we cannot complete my work for you or meet the milestones to which we've agreed unless you give us timely feedback. You agree to provide timely feedback so that we can understand your concerns, objections or corrections, and you promise not to unreasonably withhold acceptance of the deliverables we provide you at each milestone. Feedback will be expected during each iteration as well with 48 hours of after each showcase.

We've agreed to the following acceptance process: we will test the software that we create for you to make sure that it's working properly. In turn, you promise that you will evaluate the deliverables we provided to you at each milestone listed in Exhibit B to this Agreement and let us know in writing, within two (2) calendar days after you receive each deliverable, whether you accept or reject it. If you reject a deliverable, we will correct any errors and again ask you to accept or reject the corrected deliverable – which you promise to do within one (1) calendar day after you receive the corrected deliverable. This process shall continue until you accept the deliverable or 4 calendar days have passed and you have not accepted or rejected a deliverable (at which point it will be deemed accepted). Once you've accepted a deliverable, we will proceed to do work on the next milestone.

When we deliver the final files to you and complete our work for you under this Agreement, you agree that you'll test the software in its entirety to determine if

we completed the work we promised you. You promise to let us know in writing within fifteen (7) calendar days after we deliver the final files whether you accept or reject the final files. If you reject the final files,

We will correct any errors and again ask you to accept or reject the corrected deliverable – which you promise to do within fifteen (15) calendar days after you receive the corrected deliverable. This process shall continue until you accept the deliverable or 15 calendar days have passed and you have not accepted or rejected a deliverable (at which point it will be deemed accepted). Finally, you agree that our work on this project will be complete and the Agreement will end after you've approved the final files.

8. **You Have Rights To The Client Content.** You promise that: (a) You own the rights to use anything you give us ("Client Content"); and (b) using such Client Content does not violate the patent, copyright, trade secret or other property right of any person, firm or entity. You grant us a nonexclusive, nontransferable license to use, reproduce, modify, display and publish the Client Content solely in connection with our work for you under this Agreement and my limited promotional uses as allowed by this Agreement. You also affirm and represent that this Agreement does not conflict with any other contract, agreement or understanding to which you are a party.

9. **Rights Before You Pay Us In Full**. You understand and agree that any code created by us and properly paid for is of the sole ownership of you. For each iteration, assuming it has correctly been paid for, you will own the sole product.

10. **Rights After You Pay Us In Full**. After you pay us for each payment section, we assign to you my right, title and interest in the copyrights for the according section software that we created for you under this Agreement. You agree that we may use your name/company name and trademarks as a reference in my promotional materials. You also agree that we may include, when referencing our work for you, a general description of the work under this Agreement. If applicable, you agree to allow us to properly document our participation within the appropriate area of this project's work.

11. **Right To Make Changes.** We agree that after you pay us us in full, you may make any changes or additions to the software we create for you under this Agreement, which you in your discretion may consider necessary, and you may engage others to make any such changes or additions, without further payments to us. You agree that if you ask us to make changes or additions to the software after you approve the final files, we will negotiate a separate additional payment for our time to make such changes.

12. **Rights To Know-How.** We may incorporate into the software we create for you various preexisting development tools, routines, subroutines, programs, data or materials (Know-How).we agree that after you pay us in full for each section, you'll receive a nonexclusive, perpetual, worldwide license to use the Know-How in the software that we created for you under this Agreement. However, you shall not resell or make use of that Know-How in any other manner other than in connection with the software you receive under this Agreement.

13. **Warranty.** We promise you that software we create for you shall perform substantially in accordance with the specifications listed in Exhibit A and that it will not contain significant material defects. In the event the software does not perform in accordance with Exhibit A, we will, within fifteen (15) days from when you give us written notice, correct the software so that it performs substantially in accordance with Exhibit A. We also promise you that to the best of my knowledge, the software will not contain any virus, worm, trap door, back door, Trojan Horse, timer or clock that would erase data or programming or otherwise cause the software to become inoperable or incapable of being used.

EXCEPT AS SPECIFICALLY SET FORTH IN THIS AGREEMENT, THE SOFTWARE WE CREATE FOR YOU IS PROVIDED WITHOUT ADDITIONAL WARRANTY OF ANY KIND, EITHER EXPRESSED OR IMPLIED, INCLUDING BUT NOT LIMITED TO THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE AND ANY ORAL OR WRITTEN REPRESENTATIONS, PROPOSALS OR STATEMENTS MADE PRIOR TO THIS AGREEMENT. WE HEREBY EXPRESSLY DISCLAIM ANY REPRESENTION OR WARRANTY OF ANY KIND WITH RESPECT TO THE SOFTWARE, INCLUDING WITHOUT LIMITATION, THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE. THE ENTIRE RISK AS TO THE QUALITY AND PERFORMANCE OF THE SOFTWARE IS WITH YOU. THE REMEDIES PROVIDED IN THIS AGREEMENT ARE YOUR SOLE AND EXCLUSIVE REMEDIES.

14. **Limitations of Remedies.** WE SHALL NOT, UNDER ANY CIRCUMSTANCES, BE LIABLE TO YOU FOR CONSEQUENTIAL, INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, OR EXEMPLARY DAMAGES OR LOSSES ARISING OUT OF OR RELATED TO THIS AGREEMENT, EVEN IF WE ARE ADVISED OF THE LIKELIHOOD OF SUCH DAMAGES OCCURING. MY CUMULATIVE LIABILITY FOR ANY DAMAGES ARISING OUT OF OR IN ANY MANNER RELATED TO THIS AGREEMENT (INCLUDING, BUT NOT LIMITED TO, CLAIMS FOR BREACH OF CONTRACT, BREACH OF WARRANTY, NEGLIGENCE, STRICT LIABILITY, OR TORT, SHALL BE LIMITED TO THE AMOUNT OF THE FEE PAID BY YOU TO us UNDER THIS AGREEMENT.

15. **Entire Agreement.** This Agreement constitutes the complete and exclusive agreement between us concerning the work on this project, and it supersedes all

other prior agreements, proposals, and representations, whether stated orally or in writing. We can modify this agreement in writing, if both parties sign that modification.

16. **Termination.** Either party may terminate this Agreement, in addition to any other remedies available to us under this Agreement, if: (i) the non-terminating party has failed to perform or meet any material obligation, condition or term in this Agreement and failed to remedy the default within twenty (20) days after the receipt of written notice from the terminating party; (ii) the non-terminating party becomes bankrupt, involuntary, voluntary or adjudicated, or shall cease to function as a going concern by suspending or discontinuing their/its business for any reason except for periodic shutdowns in the ordinary course of business and interruptions caused by strike, labor dispute or any other events over which the non-terminating party has no control.

17. **Your Responsibility To Review.** You promise to review all deliverables we provide you to confirm that the representations, express or implied, about your company or organization, business products or services are accurate and we do not mischaracterize your or your competitor's products or services, we do not violate proprietary or personal rights of others, and we are not libelous.

18. **Controlling Law.** This Agreement and performance hereunder shall be governed by and construed in accordance with the laws of [your state or country].

19. **Severability**. In the event that any provision in this Agreement is found invalid or unenforceable pursuant to judicial decree or decision, the remainder of this Agreement shall remain valid and enforceable according to its terms. IT IS EXPRESSLY UNDERSTOOD AND AGREED THAT EACH AND EVERY PROVISION OF THIS AGREEMENT WHICH PROVIDES FOR A LIMITATION OF LIABILITY, DISCLAIMER OF WARRANTIES OR EXCLUSION OF DAMAGES IS INTENDED BY THE PARTIES TO BE SEVERABLE AND INDEPENDENT OF ANY OTHER PROVISION AND TO BE ENFORCED AS SUCH. FURTHER, IT IS EXPRESSLY UNDERSTOOD AND AGREED THAT IN THE EVENT ANY REMEDY IS DETERMINED TO HAVE FAILED OF ITS ESSENTIAL PURPOSE, ALL LIMITATIONS OF LIABILITY AND EXCLUSIONS OF DAMAGES SHALL REMAIN IN EFFECT.

By signing below, both parties agree: (a) to all of the terms and conditions of this Agreement and (b) that we have the full authority to enter into this Agreement. The Agreement is effective as of date.